

JULY 5 1996

FINANCIAL TIMES

Lessons from Escom
PCs, like fruit, have
a sell-by date

Page 22

IT outsourcing
Beware long-term
strategic contracts

Page 18

Airline regulation
Why Brussels is
muscling in

Page 4

**TOMORROW'S
Weekend FT**
Can 34 armies
save Bosnia?

Page 4

World Business Newspaper

Netanyahu creates post for Sharon in bid to avert crisis

Israeli prime minister Benjamin Netanyahu sought to defuse the first crisis of his new government by creating a ministry of infrastructure for right-wing ex-general Ariel Sharon, the champion of Jewish settlement in the Israeli-occupied West Bank. Foreign minister David Levy threatened to quit if the government did not give Mr Sharon a cabinet post. Page 20

De Benedetti assesses grip on Olivetti Carlo De Benedetti relinquished his day-to-day executive role as part of boardroom changes at troubled Italian computer group Olivetti. Page 21

Air France showdown looms Unions and management at state-controlled carrier Air France looked set for a showdown after union rejection of plans for a total merger with domestic partner Air France Europe. Page 21

Members' hideout found German investigators have found a rural holiday house where they suspect Irish Republican Army terrorists prepared a bomb attack on a British army base in Germany last Friday. Three men and two women had stayed at the house.

Athens hit by heatwaves Cars were banned from the centre of the Greek capital and people were urged to stay at home to escape the effects of a heatwave that has pushed temperatures close to 40 Celsius in windless conditions.

Rome magistrate leads Prominent magistrate Antonio Palazzi, three lawyers and an accountant were arrested in Rome as part of a corruption probe in the Italian capital. They are suspected in connection with bribes allegedly paid by a businessman to stop an investigation of his finances.

Sinhala member killed A Sri Lankan suicide bomber killed at least 21 troops and civilians and injured 50 other people - including a cabinet minister - in the northern Jaffna region. The rebel Liberation Tigers of Tamil Eelam said the woman bomber was one of its members. Page 4

German to head UK car unit German luxury car maker BMW named German Walter Hasselbach to head Rover Group's UK unit. BMW had been looking for a Briton to fill the post and the company stressed the appointment did not signal a strategy change. Page 21

Malaysia act for UK stakes German luxury car maker BMW named German Walter Hasselbach to head Rover Group's UK unit. BMW had been looking for a Briton to fill the post and the company stressed the appointment did not signal a strategy change. Page 21

Mine strike striking workers South Africa's Rustenburg Platinum Mines, the world's biggest platinum producer, sacked the last of its 28,000 striking workers. Mine owner Anglo American Platinum dismissed 18,000 workers on Monday, 4,000 on Wednesday and the last 7,000 on yesterday for defying a court order which declared the strike illegal.

Paris court rejects sued cow cases A Paris court dismissed charges by Belgian meat producers that French beef labels meant to reassure consumers over the British mad cow crisis were a protectionist ploy that damaged Belgian exports.

Japanese banks agree debt deal Japanese banking officials said the nation's leading commercial banks and the Finance Ministry had agreed details of a plan under which the banks will jointly pay out a Y800bn (\$7.32bn) for the scheme to liquidate seven debt-ridden mortgage firms.

Suharto medical expected Diplomats said Indonesia's 75-year-old president Suharto was expected to fly to Germany at the weekend for medical checks.

Fined local partners, accountants told China has told overseas accountants they will have to wind up existing joint ventures within five years and work in future through member firms in China. Joint venture firms were a transitional arrangement, said Ding Pingzhu, head of the China Society of Registered Accountants.

Fire grips Grozny A big fire raged through an industrial area of the Chechen capital, Grozny. It appeared to centre on a chemical plant in the middle of an oil refining district.

Japan poised for satellite first A group of leading Japanese companies is poised to win the country's first contract in the competitive satellite launching business. A deal would boost Japan's aerospace industry ambitions. Page 20

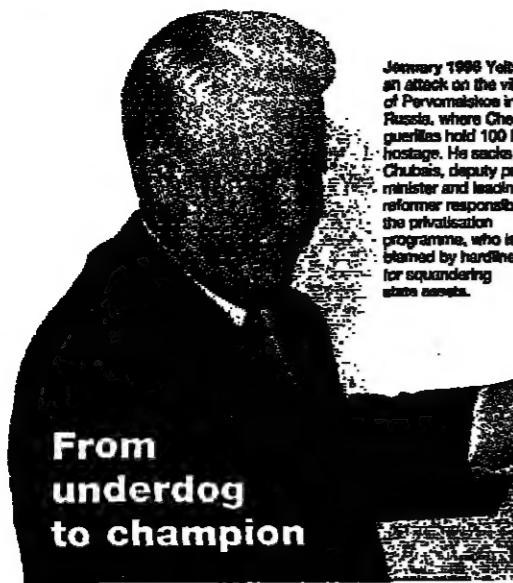
Tennis Top seed and defending champion Pete Sampras crashed out of Wimbledon, beaten 7-5 7-6 6-4 by unseeded Dutchman Richard Krajicek. Britain's Tim Henman lost his quarter final match 6-7 6-7 4-6 to 13th seed Todd Martin of the US.

W. STOCK MARKET INDICES	W. GOLD
FTSE 100: 3,700.8	London 445.5
FTSE 100: 4.04	London 328.25
FTSE Eurofirst 100: 1,765.21	(4.65)
FTSE All-Share: 1,475.47	(4.74)
Nikkei: 22,265.91	(4.11)
W. LONDON MONEY	W. GOLD
3-mo Interbank: 5.5%	London: 3.5%
3-mo Interbank: 5.5%	DM: 2.377 (2.377)
3-mo Interbank: 5.5%	FF: 3.0284 (3.038)
3-mo Interbank: 5.5%	JPY: 1.058 (1.0568)
3-mo Interbank: 5.5%	Y: 172.213 (172.376)
	2 Index: 98.3 (same)
W. JAPAN'S S&P 500 (Argus)	Tokyo close: Y 110.15
Gold Dated: \$107.8	

The New York markets were closed yesterday

Abu Dhabi: US\$2.20	Germany: DM10.00	London: £15.00	Caterpillar: CR13.00
Austria: 5.50%	UK: 4.04	London: 328.25	Siemens: SGX2.30
Belgium: 5.50%	Hong Kong: HK\$22.00	Malta: Lm1.05	Singapore: SGX2.30
Canada: 5.50%	Hong Kong: HK\$22.00	Monaco: MDR15	Stora Enso: Stk 2.55
Croatia: 5.50%	Iceland: ISK200	Malta: Lm1.05	Stocznia: PLN2.00
Czech Rep: 5.50%	Ireland: P45.00	Montenegro: KM15	Stocznia: PLN2.00
Denmark: 5.50%	Ireland: P45.00	Montenegro: KM15	Stocznia: PLN2.00
Egypt: 5.50%	Iraq: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Finland: 5.50%	Iraq: 100.00	Montenegro: KM15	Stocznia: PLN2.00
France: 5.50%	Italy: 12.50	Montenegro: KM15	Stocznia: PLN2.00
Greece: 5.50%	Italy: 12.50	Montenegro: KM15	Stocznia: PLN2.00
Holland: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Iceland: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Ireland: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Iraq: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Malta: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Norway: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Portugal: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Spain: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Sweden: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Switzerland: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
UK: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
USA: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Abu Dhabi: US\$2.20	Germany: DM10.00	London: £15.00	Caterpillar: CR13.00
Austria: 5.50%	UK: 4.04	London: 328.25	Siemens: SGX2.30
Belgium: 5.50%	Hong Kong: HK\$22.00	Malta: Lm1.05	Singapore: SGX2.30
Canada: 5.50%	Hong Kong: HK\$22.00	Monaco: MDR15	Stora Enso: Stk 2.55
Croatia: 5.50%	Iceland: ISK200	Montenegro: KM15	Stocznia: PLN2.00
Czech Rep: 5.50%	Ireland: P45.00	Montenegro: KM15	Stocznia: PLN2.00
Denmark: 5.50%	Ireland: P45.00	Montenegro: KM15	Stocznia: PLN2.00
Egypt: 5.50%	Italy: 12.50	Montenegro: KM15	Stocznia: PLN2.00
Finland: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Greece: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Holland: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Iceland: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Iraq: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Malta: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Norway: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Portugal: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Spain: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Sweden: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Switzerland: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
UK: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Abu Dhabi: US\$2.20	Germany: DM10.00	London: £15.00	Caterpillar: CR13.00
Austria: 5.50%	UK: 4.04	London: 328.25	Siemens: SGX2.30
Belgium: 5.50%	Hong Kong: HK\$22.00	Malta: Lm1.05	Singapore: SGX2.30
Canada: 5.50%	Hong Kong: HK\$22.00	Monaco: MDR15	Stora Enso: Stk 2.55
Croatia: 5.50%	Iceland: ISK200	Montenegro: KM15	Stocznia: PLN2.00
Czech Rep: 5.50%	Ireland: P45.00	Montenegro: KM15	Stocznia: PLN2.00
Denmark: 5.50%	Ireland: P45.00	Montenegro: KM15	Stocznia: PLN2.00
Egypt: 5.50%	Italy: 12.50	Montenegro: KM15	Stocznia: PLN2.00
Finland: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Greece: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Holland: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Iceland: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Iraq: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Malta: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Norway: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Portugal: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Spain: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Sweden: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Switzerland: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
UK: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Abu Dhabi: US\$2.20	Germany: DM10.00	London: £15.00	Caterpillar: CR13.00
Austria: 5.50%	UK: 4.04	London: 328.25	Siemens: SGX2.30
Belgium: 5.50%	Hong Kong: HK\$22.00	Malta: Lm1.05	Singapore: SGX2.30
Canada: 5.50%	Hong Kong: HK\$22.00	Monaco: MDR15	Stora Enso: Stk 2.55
Croatia: 5.50%	Iceland: ISK200	Montenegro: KM15	Stocznia: PLN2.00
Czech Rep: 5.50%	Ireland: P45.00	Montenegro: KM15	Stocznia: PLN2.00
Denmark: 5.50%	Ireland: P45.00	Montenegro: KM15	Stocznia: PLN2.00
Egypt: 5.50%	Italy: 12.50	Montenegro: KM15	Stocznia: PLN2.00
Finland: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Greece: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Holland: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Iceland: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Iraq: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Malta: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Norway: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Portugal: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Spain: 5.50%	Japan: 100.00	Montenegro: KM15	Stocznia: PLN2.00
Sweden:			

NEWS: EUROPE



From underdog to champion

January 1996 Yeltsin orders an attack on the village of Perovskoye in southern Russia, where Chechen guerrillas have taken 100 Russian hostages. He names Anatoly Chubais, deputy prime minister and leading reformer responsible for the privatisation programme, who is blamed by hardliners for squandering state assets.

February He announces decision to run for presidency. IMF approves \$10 billion helping his reforms but imposes tight restrictions on monetary policy.

March Yeltsin calls an end to military action in Chechnya. April Signs a union treaty with Belarus, raising hopes of a renewal of the Soviet Union.

May On May Day Yeltsin goes to Volgograd, a communist stronghold, to greet war veterans and identify himself with great Soviet times moments. The government signs a deal with the West, creating the expansion of four British diplomatic offices. Yeltsin signs a peace deal with the rebel Chechen leadership.

June In elections on June 16, Yeltsin wins 35 per cent of the vote against 32 per cent for Gennady Zyuganov, but fails to win a clear majority.

June 17 Yeltsin appoints retired General Alexander Lebed, who came third in the first round, as Secretary of the Security Council and less popular defence minister Pavel Grachev, instead of the war hero Zhukov.

June 20 He sacks three top Kremlin hardliners, including First Vice Prime Minister Oleg Soskovets and bodyguard, shadowy confidant Alexander Kochakov.

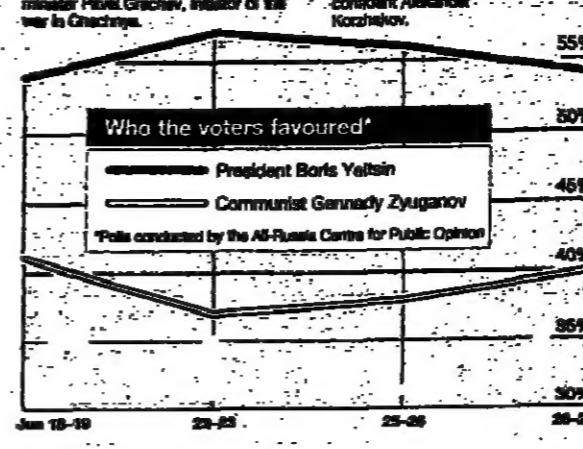
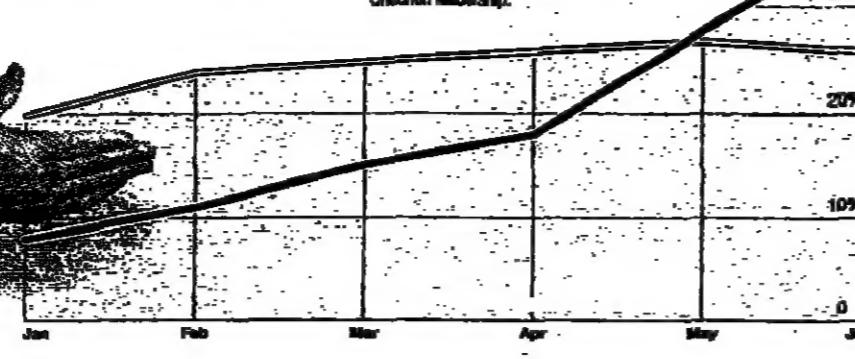
June 25 He dismisses seven more pro-Gorbachev officials further strengthening Lebed's position.

June 26 Yeltsin's demands from a Kremlin meeting reverse just about his beliefs. Allies attribute absence to "work issues" and toughness after grueling campaign schedule.

July 1 Appointing first, Yeltsin removes a nationalised telephone company to return to private. He cancels a meeting with the leaders of Ukraine and Moldova.

July 3 Yeltsin wins, becoming the first democratically elected national leader in Russia's history.

July 4 The Victor thanks his voters.



July 3 Yeltsin wins, becoming the first democratically elected national leader in Russia's history.

July 4 The Victor thanks his voters.

Victory for Russian-style democracy and capitalism

A century and a half ago the Marquis de Custine, one of Russia's most eloquent foreign chroniclers, concluded that this vast Slavic wilderness was united principally by the fact that "Russians, great and small, are drunk with slavery".

His unflattering observation earned him the Tsar's wrath. Both he and his book were banned from Russia, but it was an apt summary of nearly a millennium of brutal autocracy and proved an equally accurate prophecy of seven decades of communist dictatorship which succeeded the imperial regime.

This week Russians demonstrated that Custine's comment no longer holds true. For the first time in their nation's history, 100m Russian voters had the opportunity to choose a new Kremlin leader in a poll which international observers

and the defeated presidential candidate admit was broadly free and fair. By a wide margin, they used that chance to re-elect a man who, for all his failings, has brought a market economy and democracy to Russia and to reject the Communist challenger who promised a return to the jail-house stability of the Soviet era.

These watershed results inspired even the normally stolid premier, Mr Victor Chernomyrdin, to sing an openly emotional paean to democracy and the Russian people as he announced his government's victory yesterday. As the godfather of Russia's powerful oil and gas barons, Mr Chernomyrdin has particular reason to be contented with this week's vote. Alongside democracy, a group of very lucky capitalists are the biggest beneficiaries of Mr Boris Yeltsin's political victory.

Over the past five years Russia has undergone a wrenching transformation from central planning to a market economy. The Kremlin's haste to shift property from the government to private owners has turned a coterie of political insiders into overnight billionaires in a process which can, with equal justice, be described as the theft of the century or as the era's most ambitious market reform.

This week's election was, in part, a referendum on these reforms, and it was one which many leading members of Russia's nascent bourgeoisie feared might deprive them of their newly accumulated wealth.

Mr Yeltsin's re-election has put these fears to rest. The second revolutionary redistribution of Russian property in this century now seems likely to last.

Yet while Russia's *sous cuoties*

did not storm the red walls of the Kremlin, they did register a powerful protest which the nation's triumphant masters will ignore at their peril. Nearly 40m Russians backed Mr Yeltsin, but more than 25m supported his Communist rival and 3.5m more were so disgusted by the candidates that they took the time to vote against both.

To make Russian democracy and capitalism truly secure, Mr Yeltsin and his government must now strive to distribute the national spoils more broadly and give ordinary Russians the prosperity he promised in his campaign.

Yet the Kremlin risks being distracted from this national challenge by the internecine battle already raging within the victor's tent. Russian voters have pronounced Mr Yeltsin fit to rule for another term, but it is not clear if the actuaries

share this optimistic opinion.

Even yesterday, on the day of one of the greatest triumphs of his career, Mr Yeltsin declined to appear in public, marking the eighth day of the 65-year-old leader's seclusion. In the tight-lipped Soviet tradition which they have been faithfully following since Mr Yeltsin first disappeared from view, senior government leaders have refused to explain the president's mystery illness, dismissing public questions with an imperial hauteur.

Yet within the corridors of power, Mr Yeltsin's frailty has already provoked a fierce succession struggle. First in line is Mr Chernomyrdin, who secured his claim to the mantle yesterday with the announcement that the president had asked him to stay on as premier.

Mr Chernomyrdin's post is a job

made doubly important because, according to the Russian constitution, if the president dies or is incapacitated the prime minister takes over as interim head of state. Although new presidential elections must be called within three months of the elected leader's departure, Mr Yeltsin's victory this week has shown that, in Russia, incumbency is the most powerful weapon a presidential contender can deploy in his campaign for office.

Mr Chernomyrdin made no secret yesterday that it is he who stands just one heartbeat away from an ailing man's presidency.

The prime minister was the government official who made the only public victory announcement and he used the opportunity to belittle two potential rivals: Mr Alexander Lebed, the recently appointed security chief, and Mr Grigory Yavlinsky, who is Russia's leading oppo-

sition democratic politician. The premier's performance was a swift and polished move to step into the potential political vacuum which seems to have opened up less than a day after a election. Nevertheless he still faces powerful challengers, including Mr Lebed and Mr Yuri Luzhkov, the influential mayor of Moscow.

For the past six months, as the red Communist barbarians prepared to storm the gates, Russia's élites have followed the advice of Yaroslav the Wise, a ruler of Kievian Rus who urged his sons to unite lest they be crushed by their enemies. Now their foes have been vanquished and their system and spoils preserved, the princes of the Kremlin may turn their attention to rivals closer to hand.

Chrystia Freeland

Masterly performance from ailing president

From under 8% in opinion polls just six months ago he came back to win a resounding victory

President Boris Yeltsin may have given millions of Russians many reasons to doubt him but his impressive victory in the presidential elections confirms his standing as the most masterful national politician of his age.

At the beginning of the year, the ailing president appeared to have little chance of winning a fresh mandate as he languished in the opinion polls with less than 8 per cent support.

Russian troops were still mired in a brutal and unpopular conflict in the breakaway region of Chechnya. The nascent market economy had not delivered many noticeable benefits to the bulk of Russia's long-suffering people. And the revamped Communist party appeared rampant after its victory in December's parliamentary poll.

But six months later, Mr Yeltsin won because he is the best campaigner in Russia," says Mr Yegor Gaidar, the former prime minister, who reluctantly backed the president.

"Yeltsin won because he is the best campaigner in Russia," says Mr Yegor Gaidar, the former prime minister, who reluctantly backed the president.

"In 1994 and 1995 everybody forgot that he knows how to win election campaigns. But more than anyone else he knows how to talk to the Russian people, to dance with the Russian people and to deal with the Russian people."

The groundwork for Mr Yeltsin's victory was laid in the early months of the year when his impressively organised campaign team set about identifying the issues which alienated the voters and devised a strategy to address them.

In a series of focus groups with potential voters, com-

plaints about the Chechen war, the failure of the government to pay wages and pensions on time, and the perceived corruption of Mr Yeltsin's entourage constantly resurfaced.

Mr Yeltsin moved decisively to tackle all three issues - even if it remains doubtful whether he has successfully resolved any of them.

In January, he abruptly dismissed Mr Anatoly Chubais, the first deputy prime minister in charge of the economy, blaming him for the social hardships that had accompanied the country's tough stabilisation programme.

On a series of subsequent campaign trips, Mr Yeltsin promised to eliminate wage and pension arrears and vowed to strengthen the country's social safety net.

But with the shame-faced Mr Chernomyrdin playing his part in polishing the president's image as a Tsar-like "father of the nation", who may have been surrounded by incompetent ministers, but nevertheless listened to the people's concerns and took measures to address them.

A gentle advertising campaign constantly repeated on television and in countless outdoor posters across the land pushed the slogan: "I believe, I hope, I love," with ordinary Russians shown airing their grievances and expressing hope for the future.

Mr Yeltsin's innate political instincts allowed him to dictate the day-to-day political tactics during the campaign, a task made easier by the poor political skills of Mr Gennady Zyuganov, his main communist challenger.

By undermining the independence of his moderate rival candidates by snaring them in fruitless talks about possible political alliances, Mr Yeltsin was also able to present himself as the only political force capable of standing up to the threat of a communist resurgence.

It was then only a short step towards presenting the election as a choice between the future and the past.

John Thornhill



Communists accept defeat like democrats

Mr Zyuganov's concession of defeat yesterday is a sign that Russia's Communists may be preparing to abandon Lenin's Bolshevik tradition and evolve into a social democratic party which accepts the capitalist rules of the game but seeks to soften its harsher implications.

"I think that we have a historic day," said Mr Boris Berezovsky, one of Russia's new, overnight magnates, whose empire ranges from a television station to car dealerships.

"We will never again need to choose between communism and capitalism," he said.

This conviction rests on the belief that the 30m voters who came out for the Communists this week represent a high-water mark for hardline Bolshevism in Russia.

Market reformers are confident that as the old Soviet generation dies out, and as the rest of the country begins to reap the benefits of fledgling capitalism, the die-hard leftist constituency will shrink.

John Thornhill

Formed by those hardcore Soviet Communists who lacked either the skills or the desire to follow their comrades into Boris Yeltsin's Kremlin, the new Russian Communist party fought this month's election with fire and brimstone promises to set right the injustices of the Yeltsin regime.

That uncompromising platform's failure to attract the support of a majority of Russians seems likely to split the "national-patriotic bloc" which backed Mr Zyuganov's candidacy into social-democratic and hardline factions, and perhaps to place a question mark over his leadership.

As Mr Vladimir Semenov, an entrepreneur and Communist member of parliament who has served as the business-friendly face of the party, suggested as his candidate's defeat became apparent: "We made some mistakes. We shifted too far to the left. We must take more centrist positions."

Chrystia Freeland

Euphoria in markets at election result

There was a barely suppressed sense of euphoria in Moscow's financial markets yesterday after traders woke to the news of Mr Boris Yeltsin's comprehensive election victory.

But astute investors customarily celebrate events before they happen. Much of yesterday's elation has already been reflected in the price of Russian financial assets.

Russia's fledgling stock market has more than doubled since March, while the government debt market has experienced an astonishing rally over the past month. Annualised yields on six-month paper have dropped from 240 per cent to below 50 per cent in anticipation of Mr Yeltsin's re-election.

Investors are now shifting their gaze towards the economic future and there could well be some ugly sights along the road before the vista brightens.

"For the last six months the whole emphasis has been on political risk and now that is out of the way you come back to economic reality," says Mr Alex Knaister, head of the Moscow office of CS First Boston, the international investment bank. "The economic situation has not been improving substantially in the past six months and maybe it has even got worse."

The immediate challenge confronting the Russian government will be to get its much-stressed public finances back in order to ensure its financial stabilisation programme remains on course.

While Mr Yeltsin liberally doled out lavish spending promises in his attempts to buy electoral popularity, there was a simultaneous and alarming fall in budgeted tax revenues.

The ministry of finance was able to cover the widening bud-

get deficit only by issuing increasing amounts of government debt at ever more punitive rates of interest. Outstanding short-term government debt has increased this year by 77 per cent to Rbs144,300m (£23.3bn) in May. The government will have to take drastic action to raise additional revenues if it is to avoid a budgetary crunch and remain within the targeted budget deficit of 4 per cent for the whole year.

Many economists believe the position is retrievable as long as there is the political will. But the worst fear of investors is that an exhausted Mr Yeltsin will retire to his dacha, that government economic policy will drift, and that the Communist-dominated parliament will obstruct necessary reforms, such as rewriting the tax code and land privatization.

Even if the government goes press purposefully ahead with reform it will have to deal with an inevitable shake-out in the banking sector, where hundreds of under-capitalised and over-extended financial institutions will surely perish in a harsher low-inflation environment.

Mr Yeltsin's victory will certainly draw more potential investors to Russia and bolster the prospects for a long-term boom in the country's capital markets. But, in the short term at least, the markets may remain surprisingly muted.

"Investors in the Russian stock market are typically contrary. They buy on bad news and sell on good," says Mr Knaister of CS First Boston. "Some people will use the election news for opportunistic selling. I do not expect the next three months to be great," says Mr Knaister.

John Thornhill

Fizz goes out of Spanish bubbly

By Tom Burns in Madrid

What started as a commercial spat between the two giants of Spanish bubbly has ended up muddying the wineries of Catalonia and threatening to bring cava, the region's champagne look-alike, into disrepute.

Irrked by Freixenet's introduction of price cuts, the dominant cava exporter, rival producer Cordoniu, the leader in domestic sales, launched a whispering campaign several months ago alleging that the rules of cava making were being bent.

Cordoniu and Freixenet were expected to patch up their row if only to protect their majority stakes in an industry that earned Pta57bn (\$463.4m) last year. Between them the two

companies, both family-owned, represent more than 70 per cent of the cava business.

But the fizz went flat yesterday when the 27-member Barcelona cava consejo regulador, the appellation authority, said it had opened six separate inquiries into alleged irregularities that touch on virtually every aspect of the wine-making process in the Penedés, the cava-growing region south-east of Barcelona.

The consejo intends to look into what grapes are being used to make cava, how long the wine is aged, how the bottles are labelled and whether records are properly kept by different wineries. The agriculture minister, Ms Loyola Palacio, warned that Freixenet cuts this period short.

Another likely result is that she also said the top cava producers were throwing stones at their own roofs by forcing the consejo to review their businesses.

Others believe a shakeout in the cava sector may be overdue, for it is losing ground at home and it needs to control its quality carefully if it is

Slow progress in curbing public deficit prompts call for action 'as rapidly as possible'

UK warned over pre-election tax cuts

By Lionel Barber in Brussels

The UK government cannot afford pre-election tax cuts if Britain is to stay on course for joining the single currency in 1998, according to a warning by the secretive EU monetary committee.

The monetary committee blames slower-than-expected progress in curbing Britain's public deficit and calls for action "as rapidly as possible".

The warnings about the British budget deficit and the recommendations for corrective action are contained in a document which is expected to be endorsed by EU finance

ministers at a meeting in Brussels next Monday.

Eleven other EU member states – including France and Germany – will receive similar censure about "excessive deficits". Only Denmark, Ireland, and Luxembourg escape being put on a blacklist for running deficits beyond the target of 3 per cent of GDP in 1995.

All candidates for monetary union will be judged on their performance in 1997 at a meeting of EU leaders in spring 1998.

The Maastricht criteria include exchange rate stability, low inflation and interest rates, budget deficits and government debt of 3 per cent and 60

per cent of GDP respectively, or movement at a satisfactory pace in that direction.

The monetary committee – made up of senior national treasury officials – agreed to recommendations on corrective action in each member state this week.

While welcoming the UK government's commitment to reducing its deficit, it notes:

"If a deficit of 3 per cent of GDP or less is to be achieved in 1997 there would appear to be no room for relaxation with respect to revenue and expenditure policy given the recent

weaker than expected trend in revenues...continued tight control

of expenditure will be necessary."

For Mr Kenneth Clarke, UK Chancellor, the recommendations on corrective action could be helpful in fending off pressure from Tory backbenchers for tax cuts ahead of the general election, to be held by next May at the latest.

However, officials in Brussels noted that the link between meeting Maastricht criteria for Euro and the potential for tax cuts could prove politically sensitive in the UK.

Tory Eurosceptics are pressing the government to rule out joining the single currency in the next parliament. As a concession to his right-wing, Mr John Major, UK prime minister, has pledged to hold a referendum on the single currency. But Mr Clarke has insisted on keeping all options open on whether to join Euro.

The monetary committee's document notes that the UK government last spring postponed its goal of hitting the Maastricht treaty target of 3 per cent of gross domestic product from 1996/7 to 1997/8.

It also notes that the British deficit target of 4.5 per cent of GDP – which EU finance ministers recommended last year – is "unlikely" to have been realised in 1995/6. For 1996/7, the UK government has forecast a deficit of 3.5 per cent of GDP.

Failures of the euro exam Page 18

Moody's upgrade gives Italian leader a fillip

By Andrew Hill in Milan

Italy's seven-week-old government yesterday basked in the approval of bond and equity markets, following this week's decision by Moody's, the US credit rating agency, to upgrade the country's credit rating.

The upgrade to Aaa, the first since 1991 by Moody's, provided some relief for Mr Romano Prodi, Italy's prime minister, at the end of a fortnight during which his centre-left administration has come under fire for both a lack and an excess of economic rigour.

Mr Sergio Cofferati, general secretary of CGIL, the largest union federation, criticised the government for proposing cuts in social spending, and setting an over-ambitious target for inflation of 2.5 per cent in 1997. Unions are concerned about the inflation target because it provides the basis for wage negotiations.

The Bank of Italy's reluctance to lower interest rates until inflation is well under control, and a slowdown in forecast economic growth, are also limiting the new government's room for manoeuvre.

Since coming to power, the government has approved a mini-budget for 1996, consisting of L16,000bn (\$10.3bn) of



Prodi: half-measures 'useless'

corrective measures. Last week, Mr Carlo Azeglio Ciampi, the treasury and budget minister, introduced the three-year macro-economic programme, which aims to reduce the budget deficit to 3 per cent of GDP in 1998, a year later than the Maastricht criteria for entry into Euro. The 1997 budget, due in the autumn, will aim to find L32,000bn in cuts and new revenue.

The three-year programme was attacked by Mr Mario Monti, one of Italy's European commissioners, who said he had expected more of a stable

government at the beginning of a five-year mandate. The criticism hit home, especially as the centre-left government has set a return of the lira to the exchange rate mechanism as one of its early objectives.

Speaking at the CGIL congress, Mr Prodi said his government had to "turn a new page" and half-measures would be worthless.

"We are making this great effort, the effects of which must last for years. But we have managed to obtain, for the first time, an equitable division of the burden," he said.

Yesterday, Italian bonds and the lira were stable at just over L1,000 to the D-Mark.

But in an indication of the sensitivity of the economic situation, the government had to clarify comments made by Mr Carlo Azeglio Ciampi, the treasury and budget minister, in which he seemed to suggest another mini-budget would be necessary in early 1997. Mr Massimo D'Alema, leader of the PDS, said there was no such manoeuvre in sight.

The treasury said that the economic programme provided for an acceleration of convergence with Maastricht this autumn, if economic and market conditions allowed.

Court to probe search of mayor's apartment

By David Buchan in Paris

The Paris appeals court said yesterday it would examine a dispute that has broken out between magistrates and police over a search last week of the apartment of Mr Jean Tiberi, the mayor of Paris, thereby ensuring this awkward affair for France's Gaullist establishment rumbles on.

At the centre of the judicial row is Mr Eric Halphen, a magistrate who had been investigating allegations that

of an investigation mandate.

The Paris appeals court has now agreed to the request of the French magistrates association to consider the propriety of the police chief's action. Its closed-door hearing on Monday may be inconclusive, but it prolongs a bit further the "homes for the boys" affairs which have been swirling around the town hall and which caused Mr Juppé acute embarrassment last year when the Paris prosecutor ordered him out of his own city-owned flat in Paris.

If the allegations about Gaullist mismanagement in

the capital, of which President Jacques Chirac was for 18 years mayor, rumble on, they could split government backbenchers – not the government itself. Inside the ruling Gaullist RPR-centre/right UDF coalition, a few MPs identified with Mr Chirac's Gaullist presidential rival, Mr Edouard Balladur, have openly complained about the Paris police's behaviour.

However, the police chief's insistence that he acted without consulting his political superiors has for the moment stifled suggestions of a high-level cover-up. Mr Tiberi has fought back by saying he will take legal action against those who leaked results of Mr Halphen's investigations to the police.

Mr Alain Juppé, prime minister, has said the government may try to legislate to stop the widespread leaking of judicial investigations.

■ Mr Juppé defended his government's economic record in a TV interview on Wednesday night. He admitted that "for several weeks, there has been bad news" on the economy. Holding out the prospect of a rosier future, he insisted that "we have a policy that bears fruit", though it consisted of reforms that were aimed at "the 5-10 years to come".

EUROPEAN NEWS DIGEST

Works councils total up in EU

More than 140 companies operating in the European Union have already set up works councils, three months before the controversial European Works Council Directive takes effect, according to research by the European Commission.

The list includes 13 UK companies, even though the directive does not cover the UK because of its opt-out from the Maastricht treaty's social chapter. The directive says every company operating in the EU employing over 1,000 people, with 150 of them in at least two member states, must establish a workers' information and consultation committee.

Many companies have acted early, as concluding agreements before the directive takes effect on September 22 avoids certain formal requirements, such as establishment of a special negotiating body.

German and French companies make up half the list, with 43 and 31 respectively. The US and Japan appear seven times each, while of EU members only Spain and Greece are not represented.

Neil Buckley, Brussels

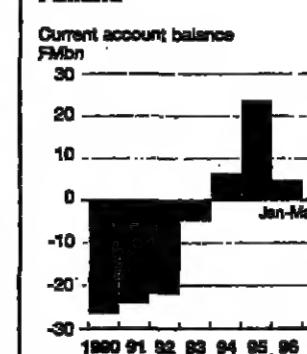
East German land claims delay
Property claims for east Germany's agricultural land can not be resolved until the end of the century, at which time some land can be bought and sold at market prices, the BVVG, the agency charged with privatising east German land, said yesterday.

Delay in settling property rights to 1.1m hectares of land placed in 1991 under the BVVG, a division of the Treuhand privatisation agency, stems from hundreds of claims from former landowners who had property expropriated by the Soviet administration that occupied eastern Germany in 1945-49. However, under the terms of the German reunification treaty of 1990, they had not been entitled to any compensation, unlike land confiscated by the Nazis in 1933-45 or by the communists between 1949-90. Judy Dempsey, Berlin

ECONOMIC WATCH

Finland records trade surplus

Finland



Source: Datstream

Finland's preliminary current account for May showed a FM2.6bn (\$560m) surplus after a revised FM1.1bn deficit in April, according to figures released yesterday by the Bank of Finland. The surplus in the five months to May was FM4.8bn, down from FM5.7bn a year earlier. The data from the central bank also showed Finland's trade surplus rising to FM4.6bn in May, up from FM3.2bn the month before.

■ The Bank of France yesterday lowered its key intervention rate to 3.55 per cent from 3.6 per cent. It left its less closely watched five-to-10 day emergency lending rate unchanged at 4.9 per cent.

■ German industrial orders rose 0.3 per cent in May from April, much less than the 2.8 per cent surge in April. West German orders fell by 0.3 per cent month-on-month but were outweighed by an 11 per cent increase in the east, which kept the pan-German figure positive.

SIEMENS NIXDORF

1



Change Attitudes

Lean Management, global competition, downsizing... Even if you've had your fill of the buzzwords being bandied about by the business press and would rather build upon your organization's proven structures – you're still going to be feeling the extreme dynamics of the market. And you're ultimately going to have to respond to growing time, quality and cost pressures. A new, process-oriented way of thinking will allow you to act, not react.

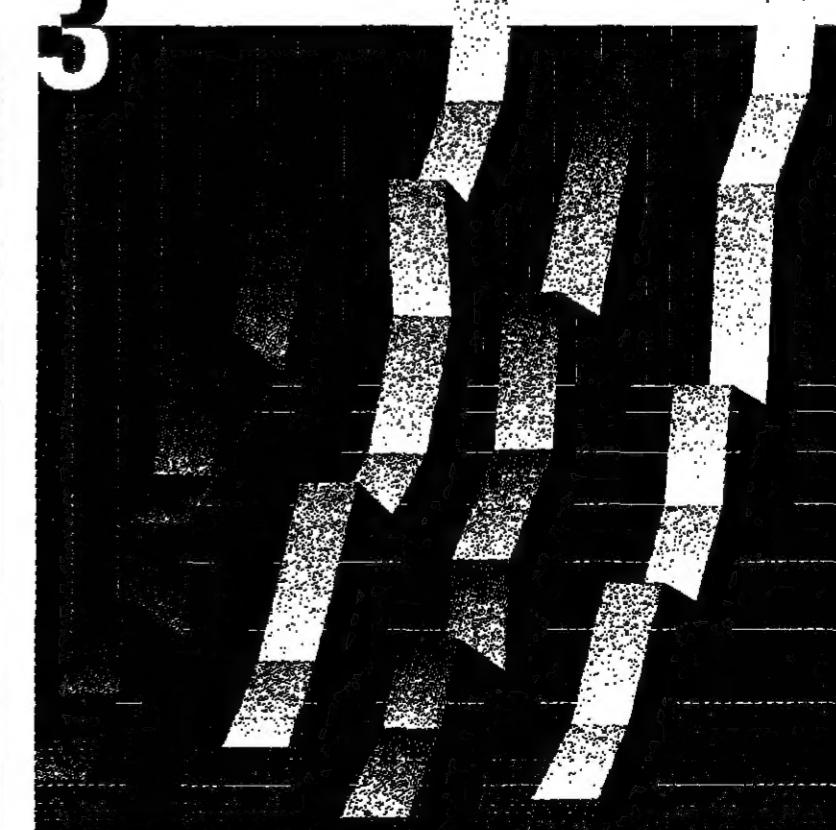
2



Use Siemens Nixdorf's Consulting Power

Process-oriented thinking means calling into question your organization's internal processes – and incorporating the dynamic competitive environment in your thinking. This is the principle upon which the comprehensive business process reengineering solutions from Siemens Nixdorf are based. From the initial strategy all the way to firmly establishing the reengineered process structures in your organization. You'll also be benefiting from the introduction of powerful IT tools and forward-looking computer solutions. When Siemens Nixdorf handles reengineering projects, they're cost-effective and consistently transparent.

3



Accelerate Processes

What business process reengineering really offers you is simply put: optimum positioning in the competitive environment and quantum leaps in efficiency. Fundamentally reengineered business processes allow you to make optimum use of your existing potential – with the focus on the customer and profitability. A custom-tailored corporate strategy, optimized processes and leading-edge information systems all combine to form a flexible whole. Which means you'll be doing more than merely adapting to the fast pace of change. You'll be playing an active role in shaping it.

Siemens Nixdorf: User Centered Computing

NEWS: WORLD TRADE

Brussels airline probe faces squally skies

Commission's inquiry into transatlantic link-ups is setting off on an uncertain flight

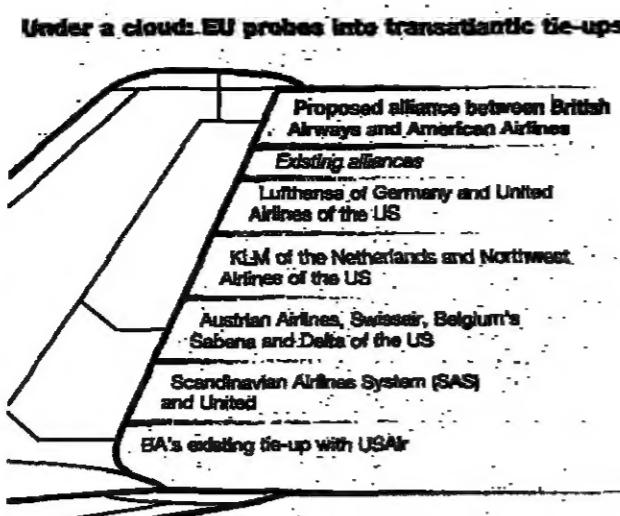
Competition watchdogs in Brussels are notorious for working in lofty isolation. So the joint investigation into transatlantic airline alliances launched this week by Mr Karel Van Miert and Mr Neil Kinnock, the competition and transport commissioners, is a striking break with tradition.

So, too, are the reasoning underpinning the investigations and the methods chosen to pursue them. Largely untested by the European Union, they could invite a bruising confrontation with member states, ever suspicious of Commission attempts to expand its formal treaty powers.

It is uncertain, however, whether this muscle-flexing is a bold gambit by Brussels regulators to get ahead of rapid structural change in the airline sector – or a desperate attempt to avoid being left behind.

Airlines on both sides of the Atlantic suspect the latter.

"None of the other alliances, which have been approved by the US Justice Department and implemented, has been investigated either by their national authorities or by the Commission," says Mr Robert Ayling, chief executive of British Airways, whose recent link-up with American Airlines helped trigger the



Commission's inquiries.

The industry believes that deal posed a dilemma for Brussels because it was so much bigger than previous ones. If the Commission had failed to act, it could have undermined its case for vetting any alliances in the sector – and its claim to play a part in shaping the regulatory environment in which they will operate.

That was a particularly

anti-trust exemption to transatlantic alliances unless European governments opened their markets to US carriers.

But to establish its right to intervene the Commission has had to resort to imaginative – some say over-ambitious – interpretation of EU policy and law. The treaties give Brussels an explicit remit only to vet airline competition within the EU. Though the Commission thinks that may be affected by the alliances, it also wants the right to examine transatlantic competition and access by European carriers to the US market.

It has invoked Article 89, an obscure and vaguely worded treaty provision which Brussels says empowers – indeed, requires – it to act against infringements not caught by Articles 85 and 86, the EU's main weapons against restrictive practices and mergers. But Article 89 has been so rarely used that no formal procedures exist for applying it.

The Commission's interpretation risks being challenged by EU governments on principle as well as on legal grounds.

"Member states do not like the Commission asserting powers which are not explicitly spelled

out. This is likely to make some of them very angry," one EU legal expert said.

Several challenged in the European Court Brussels' use of an equally untried treaty article in the 1980s to open state monopolies to competition. Though the Court sided with Brussels in the end, the case took months to decide.

It is unclear how the EU's investigations will mesh with those by national authorities, and what will happen if their conclusions differ, particularly as Article 89 requires them to co-operate. Britain's Office of Fair Trading is considering asking the Monopolies and Mergers Commission to investigate the BA-American deal.

It has involved Article 89, an obscure and vaguely worded treaty provision which Brussels says empowers – indeed, requires – it to act against infringements not caught by Articles 85 and 86, the EU's main weapons against restrictive practices and mergers. But Article 89 has been so rarely used that no formal procedures exist for applying it.

The Commission's interpretation risks being challenged by EU governments on principle as well as on legal grounds.

"Member states do not like the Commission asserting powers which are not explicitly spelled

seldom been applied in practice. Brussels will therefore be seeking to impose the law without benefit of precedent.

Airline executives believe the Commission really chose to investigate all the alliances because it could have been accused of unfair discrimination if it had pursued only the BA-American deal. Mr Ayling says the two airlines only got together in response to link-ups between other carriers.

Some alliance partners are likely to argue that, having failed to intervene earlier, the Commission's watchdogs are now trying to turn the clock back.

It is also unclear what action Brussels could take if it found some link-ups anti-competitive after they have been in operation for years.

The one certainty is that the Commission is playing for high political stakes, presumably because it judged it had no alternative. If it wins, it will establish important new precedents and powers. But if it loses, it risks a bloody nose.

Guy de Jonquieres,
Michael Skapinker

Cuba to press for Lomé-style trade access to EU markets

By Carmita James in Bridgetown

Cuba is seeking a trade agreement with the European Union which will give it access to preferential markets similar to that enjoyed by the 70 countries of the African, Caribbean and Pacific (ACP) countries.

Cuban government representatives are to meet the European Commission in Brussels next month to argue the country's case for an arrangement similar to the Lomé Convention, according to Mr Jorge Bolanos, the first deputy foreign minister.

The possibility of Cuban participation in a trading arrangement with the EU will also be discussed by the 15 Caribbean members of the ACP in November. They are expected to consider the impact of such a development on their markets in the EU, and the prices which they receive for their exports, mainly commodities, if

"We are entitled to such an arrange-

ment and we have the capacity to

make use of it," said Mr Bolanos.

Cuban sugar, citrus and maize would benefit immediately from a Lomé-type arrangement, Mr Bolanos said.

Cuba's interest in being a signatory to the Lomé Convention or a similar agreement is likely to disconcert the EU, which has been trying to increase economic pressure on Cuba to bring about economic and political reforms.

Most of Cuba's leading trading partners, including Canada, Mexico and the EU, and its neighbours in the Caribbean, have rejected efforts to tighten the economic sanctions.

"We will not be happy at such a development, although we would not be surprised, given the reluctance of the Europeans to pressure the Cuban regime into respecting the human rights of its people," said a US envoy to the Caribbean.

"We are entitled to such an arrange-

ment and we have the capacity to

make use of it," said Mr Bolanos.

Cuban sugar, citrus and maize would benefit immediately from a Lomé-type arrangement, Mr Bolanos said.

Cuba's interest in being a signatory to the Lomé Convention or a similar agreement is likely to disconcert the EU, which has been trying to increase economic pressure on Cuba to bring about economic and political reforms.

Most of Cuba's leading trading partners, including Canada, Mexico and the EU, and its neighbours in the Caribbean, have rejected efforts to tighten the economic sanctions.

"We will not be happy at such a development, although we would not be surprised, given the reluctance of the Europeans to pressure the Cuban regime into respecting the human rights of its people," said a US envoy to the Caribbean.

"We are entitled to such an arrange-

ment and we have the capacity to

make use of it," said Mr Bolanos.

Cuban sugar, citrus and maize would benefit immediately from a Lomé-type arrangement, Mr Bolanos said.

Cuba's interest in being a signatory to the Lomé Convention or a similar agreement is likely to disconcert the EU, which has been trying to increase economic pressure on Cuba to bring about economic and political reforms.

Most of Cuba's leading trading partners, including Canada, Mexico and the EU, and its neighbours in the Caribbean, have rejected efforts to tighten the economic sanctions.

"We will not be happy at such a development, although we would not be surprised, given the reluctance of the Europeans to pressure the Cuban regime into respecting the human rights of its people," said a US envoy to the Caribbean.

"We are entitled to such an arrange-

ment and we have the capacity to

make use of it," said Mr Bolanos.

Cuban sugar, citrus and maize would benefit immediately from a Lomé-type arrangement, Mr Bolanos said.

Cuba's interest in being a signatory to the Lomé Convention or a similar agreement is likely to disconcert the EU, which has been trying to increase economic pressure on Cuba to bring about economic and political reforms.

Most of Cuba's leading trading partners, including Canada, Mexico and the EU, and its neighbours in the Caribbean, have rejected efforts to tighten the economic sanctions.

"We will not be happy at such a development, although we would not be surprised, given the reluctance of the Europeans to pressure the Cuban regime into respecting the human rights of its people," said a US envoy to the Caribbean.

"We are entitled to such an arrange-

ment and we have the capacity to

make use of it," said Mr Bolanos.

Cuban sugar, citrus and maize would benefit immediately from a Lomé-type arrangement, Mr Bolanos said.

Cuba's interest in being a signatory to the Lomé Convention or a similar agreement is likely to disconcert the EU, which has been trying to increase economic pressure on Cuba to bring about economic and political reforms.

Most of Cuba's leading trading partners, including Canada, Mexico and the EU, and its neighbours in the Caribbean, have rejected efforts to tighten the economic sanctions.

"We will not be happy at such a development, although we would not be surprised, given the reluctance of the Europeans to pressure the Cuban regime into respecting the human rights of its people," said a US envoy to the Caribbean.

"We are entitled to such an arrange-

ment and we have the capacity to

make use of it," said Mr Bolanos.

Cuban sugar, citrus and maize would benefit immediately from a Lomé-type arrangement, Mr Bolanos said.

Cuba's interest in being a signatory to the Lomé Convention or a similar agreement is likely to disconcert the EU, which has been trying to increase economic pressure on Cuba to bring about economic and political reforms.

Most of Cuba's leading trading partners, including Canada, Mexico and the EU, and its neighbours in the Caribbean, have rejected efforts to tighten the economic sanctions.

"We will not be happy at such a development, although we would not be surprised, given the reluctance of the Europeans to pressure the Cuban regime into respecting the human rights of its people," said a US envoy to the Caribbean.

"We are entitled to such an arrange-

ment and we have the capacity to

make use of it," said Mr Bolanos.

Cuban sugar, citrus and maize would benefit immediately from a Lomé-type arrangement, Mr Bolanos said.

Cuba's interest in being a signatory to the Lomé Convention or a similar agreement is likely to disconcert the EU, which has been trying to increase economic pressure on Cuba to bring about economic and political reforms.

Most of Cuba's leading trading partners, including Canada, Mexico and the EU, and its neighbours in the Caribbean, have rejected efforts to tighten the economic sanctions.

"We will not be happy at such a development, although we would not be surprised, given the reluctance of the Europeans to pressure the Cuban regime into respecting the human rights of its people," said a US envoy to the Caribbean.

"We are entitled to such an arrange-

ment and we have the capacity to

make use of it," said Mr Bolanos.

Malaysia eases line on telecom mergers

By James Kyne in Kuala Lumpur

Malaysia, in a surprise policy reversal, is to stop trying to force mergers in its telecommunications industry and will instead allow free competition to rationalise the sector.

Mr Lee Moggie, minister for energy, telecommunications and posts, said all six companies with full service licences would be allowed to keep them. Since January the government has said repeatedly that it wants to see only three full service operators.

The policy switch is being seen as a recognition that months of government persuasion have failed to bring about the mergers.

Foreign observers welcomed the change of tack as a return to a more consistent regulatory framework and free market economics. Many foreign diplomats and investors had criticised the decision because of the apparently

arbitrary way in which the government decided which company could keep its licence and which could not.

The share price of Telekom Malaysia – which was never in danger of losing its licence – fell 30 cents to M\$22 as it became clear that the former state monopoly would face five competitors for longer than expected.

It is not yet clear how the policy reversal may affect foreign interests in Malaysia's telecoms sector. Deutsche Telekom last month agreed to buy a 21 per cent stake in Technology Resources Industries at an estimated cost of M\$70m (US\$22m). TRI was set to be one of the three licensed operators.

For US-based International Wireless Communications, which owns 30 per cent of Sistem Telefon Wireless, the move is an unexpected bonus because its partner was resisting a forced merger.

WORLD TRADE NEWS DIGEST

Investors shy of Asean region

South-east Asian economies are no longer attracting as big a share of foreign investment in Asia, an Asean conference on regional investment was told yesterday. The Association of South-east Asian Nations (Asean) – which includes Indonesia, Malaysia, the Philippines, Singapore, Thailand, Vietnam and Brunei – must implement an Asean Investment Area to attract foreign investment, the group's secretary general, Mr Alvin Singh, said. Asean's share in total foreign direct investment flows to Asia dropped from 31 per cent from 62 per cent between 1989 and 1994, he said.

"If this trend continues, Asean economies may find it difficult to sustain their pace of industrial development and economic momentum in line with our planned national economic objectives," he told heads of Asean investment agencies.

Reuter, Kuala Lumpur

Boost for Canadian lumber

Canadian lumber exporters have achieved a long-awaited breakthrough with a decision by Japan's construction ministry to accept Canadian grading standards. The decision is expected to ease red tape significantly for suppliers of so-called "2x4" planks which are the staple material for building of wooden houses.

Until now, structural lumber exports have had to meet Japanese grading standards. Over 50 Canadian sawmills, mainly in British Columbia and Alberta, have so far been accredited under the Japanese standard. Canada supplies about 80 per cent of the lumber used in Japan's fast-growing market for wooden houses. Exports are running at about C\$600m (US\$410m) a year. Japanese buyers will now have the option of specifying either Canadian or Japanese grading standards. Five Canadian lumber associations have been approved as grading authorities.

Bernard Simon, Toronto

'Rights' barriers condemned

Mr Jose Angel Gurria, Mexico's foreign minister, in Singapore for two days, yesterday cautioned against using environmental and labour rights as "spurious" excuses to keep out cheaper goods produced by competitors from developing nations. He said that these issues were better left to be dealt with by such bodies as the International Labour Organisation.

Poorer countries with cheaper labour accuse the west of using the issues to impose non-tariff barriers, violating the spirit of free trade. The issues are likely to dominate the inaugural World Trade Organisation ministerial meeting in Singapore in December.

AP-Dow Jones, Singapore

Zimbabwe suspends new tariffs

Zimbabwe yesterday suspended new tariffs introduced this week aimed at protecting local industries from cheaper imports flooding the market, Mr Herbert Murewa, finance minister, said. He said the government was suspending the tariffs to allow further consultations with its partners within the 12-nation Southern African Development Community. The tariffs, which followed years of intensive lobbying from local companies, raised import duty on goods including textiles, clothing and batteries.

Reuter, Harare

Austrian energy giant OMV said yesterday it had acquired 31 petrol stations in Hungary from Kuwait Petroleum Company. With the acquisition of the filling stations operating under the Q8 name, OMV increases its market share in Hungary from 5 to 9 per cent.

AP-Dow Jones, Vienna

ASIA-PACIFIC NEWS DIGEST

Chinese deficit down on target

China's central government budget deficit in 1995 was slightly lower than projected, Mr Liu Zhongli, minister of finance, said in a statement on last year's final budget to the standing committee of the National People's Congress. China's parliament, Mr Liu, quoted by the official Xinhua news agency, said revenues in 1995 were up 11.2 per cent over the previous year, totalling Yn386.7bn (\$46.5bn), while expenditure rose 9.3 per cent to Yn452.9bn, resulting in an overall deficit of Yn63.2bn – Yn38.5bn less than projected. However, the level of government revenues remains low when measured as a proportion of gross domestic product. In 1995, revenue raised by the central government amounted to less than 7 per cent of GDP.

Sophie Roell, Beijing

Suharto health fears hit currency

The Indonesian rupiah tumbled against the dollar yesterday following reports that President Suharto was suffering health problems underscoring the sensitivities surrounding his succession to a man who has governed for 30 years. Mr Suharto, 75, is due to fly to Germany tomorrow for treatment.

Mr Mardiono, state secretary, said the "president is in good health", prompting the rupiah, which dropped to a low of 2,335 against the dollar on reports of the president's illness, to recover at 2,233.5 at the close.

Mr Suharto completed three official engagements yesterday, including a meeting with Japanese legislators. Jitters over President Suharto's health again raises questions about expectations that he plans to run for a seventh term as president in 1998.

Manuela

NEWS: THE AMERICAS

Hopes of UK-Argentine co-operation underlie consortia's licence applications

Six groups bid to seek Falklands oil

By Jimmy Burns in London
and Matthew Dobson
in Buenos Aires

Six international consortia have bid for oil exploration licences in disputed waters off the British-owned Falkland Islands, on the apparent understanding that there will be future co-operation between neighbouring Argentina and the UK.

Those bidding include a consortium led by Lasmo; a joint venture involving British Gas and the Argentine oil company YPF; a partnership between the Dutch Shell Exploration BV, and the Italian company Agip; the UK-based Amerada Hess, and Desire, a UK-registered company which has the former governor of the Falkland Islands, Sir Rex Hunt, as one of its main shareholders.

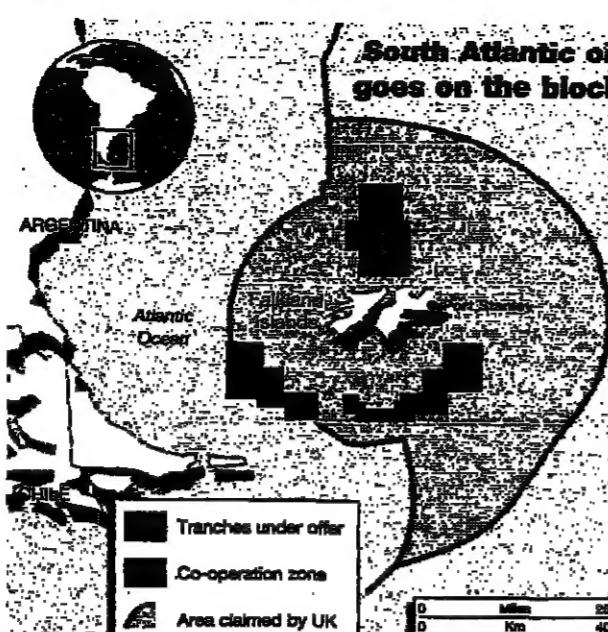
The bidding groups comprising 14 companies have applied for licences in 10 of the 19 geological tranches on offer – each comprising a number of blocks – over an area of 44,000 sq km north and south of the islands.

Mr Andrew Gurr, the chief executive of the Falkland Islands government, described the bids as an "encouraging response" to the oil licensing round officially launched in October last year.

However the oil industry yesterday remained cautious about oil prospects in the area and insisted that the bids had been made on the basis that Buenos Aires and London would agree to co-operate in future exploration.

Mr Andrew Crouch, general manager for corporate affairs at Lasmo, said last night: "This remains a high risk area which has generated quite a lot of interest. It is too early to talk of an oil bonanza. But the basis on which we are making our investment is that there will be an agreement between the UK and Argentina."

The bids will now be subject to analysis by the British Geological Survey in Edinburgh,



which will advise the Falklands government of the feasibility of the proposals.

The government plans panel interviews with bidding consortia in London next month, and hopes to be in a position to award exploration licences before the end of the year.

The government's oil licensing administrator in London, Mr John Martin, said the government hoped bids would be awarded in time to permit exploration to begin in early 1997.

London and Buenos Aires have over the past year been trying to avoid letting the oil issue undermine the commercial and diplomatic relations which have been improving since the two countries went to war over the islands in 1982.

The Argentine government last year told oil companies they would have to pay a levy of up to 3 per cent of any oil revenues extracted from waters around the Malvinas, as Argentina calls the islands.

Nevertheless, Argentina and

the UK subsequently reached an agreement on oil exploration co-operation, emphasising the economic benefits from oil that might be shared by both countries.

Under the agreement reached in New York, a joint Anglo-Argentine commission will supervise exploration and revenue-sharing in the so-called Co-operation zone.

This is an area south-west of the islands, covering waters that are partly indisputably Argentine, and partly claimed by the UK.

The Argentine government dropped an earlier threat to take legal action against oil companies in Falkland waters after considering the negative impact this might have on future foreign investment.

London and Buenos Aires have instead reached a tacit agreement enabling each country to collect royalties from oil exploration from disputed waters while officially denying the right of the other side to do so.

Mr Andrew Crouch, general manager for corporate affairs at Lasmo, said last night: "This remains a high risk area which has generated quite a lot of interest. It is too early to talk of an oil bonanza. But the basis on which we are making our investment is that there will be an agreement between the UK and Argentina."

The bids will now be subject to analysis by the British Geological Survey in Edinburgh,

Tight race for Ecuador presidency

By Sarita Kendall

In an election which appears too close to call, Ecuadorians are to choose on Sunday between Mr Jaime Nebot, leader of the pro-market Social Christian party, and his populist rival, Mr Abdalá Bucaram.

Mr Nebot is holding a slim 4-point lead over Mr Bucaram in opinion polls ahead of the second-round run-off of the presidential election.

Mr Bucaram of the Roldosista party has been courting the poor, while Mr Nebot has tried to soften his market-oriented, authoritarian image

with promises of housing and other social benefits.

Foreign investors, as well as a high proportion of Ecuadorian businessmen, are backing Mr Nebot in the expectation he will go ahead with economic liberalisation and privatisation programmes. Uncertainty about Mr Bucaram's economic policies was reflected in currency and bond trading last month.

After the first round of the election in May, narrowly won by Mr Nebot, Mr Bucaram forged ahead in the polls. But his belligerent outbursts and showmanship appear to have

backfired and Mr Nebot has gained ground rapidly in the last three weeks.

Some 20 per cent of electors are still reported as undecided, but Mr Santiago Nieto of the polling group Informe Confidencial says he believes these votes will be distributed fairly evenly between the candidates, abstentions and void ballots.

The winning candidate takes over the presidency from Mr Sixto Durán Ballén on August 10 for a four-year term. No party has a majority in Congress and the next president's first task will be to build a political alliance to govern.

Mr Nebot ahead in polls

Miners block Brazil gold-digging

By Jonathan Wheatley
in São Paulo

A dispute between wildcat miners and Companhia Vale do Rio Doce (CVRD), the Brazilian government-controlled mining giant, has stopped exploration at what is set to become Latin America's biggest gold mine, and at least one contractor is preparing to abandon the site.

Three hundred wildcat miners, known as *garimpeiros*, occupied the find at Serra Leste in the northern state of Pará on May 3. CVRD said yesterday the occupation had cost the company and its sub-contractors R\$5m (US\$5m) and one

of 13 drillings would close next week when its operator, Geosol, left the site.

The occupation began after CVRD announced the discovery of deposits containing at least 15 tonnes of gold in February.

Garimpeiros who had previously worked nearby at Serra Pelada, an open mine famous for its lawlessness and scene of one of the century's biggest gold rushes in the 1980s, claimed rights to the find. They occupied the site and prevented CVRD and its contractors from drilling.

Equipment has been seized;

last week were released after signing promises that the company would cease operations. The *garimpeiros*' demands include 30kg of gold for each of 22,700 former miners at Serra Pelada, or \$81 tonnes.

Inhabitants had received death threats aimed at preventing them from taking jobs at the new mine.

"The climate is very tense," he said. "It is very difficult to negotiate because the *garimpeiros* have no leaders, they are very chaotic."

CVRD plans to invest US\$250m at Serra Leste before starting production in July 1998 at a rate of 15 tonnes a year.

Argentina plans nuclear sell-off

David Pilling on a bill intended to secure funding for a new plant

Many third world countries have privatised their clapped-out telephone systems, ageing electricity grids or run-down sewerage works. But none has attempted what Argentina is about to do – hang a "for sale" sign above its nuclear industry.

Congressmen last month began to debate a controversial bill to privatise two working power stations and one unfinanced plant, the core of Argentina's nuclear programme which was begun in the 1950s and on which the state has lavished billions of dollars.

But the state has run out of cash. The reason for the sale is to get the private sector to fork out the estimated \$800m-\$700m required to finish Atucha II, a 750MW plant that has since swallowed \$2bn of taxpayers' money, but has yet to produce a single therm of energy.

"This is not a privatisation whose objective is to earn the state a lot of money," says Mr Augustin Blanco, former president of Nucleoelectrica Argentina, a body created to run the plants in the lead-up to privatisation. "The fundamental objective is to finish Atucha II."

In spite of opposition from environmentalists and some politicians, legislation required for the sale – bulldozed through committee stage in June – stands a fair chance of approval by the Peronist-dominated Congress.

The outcome of the privatisation itself is less clear. The [Atucha] reactor technology is somewhat unknown, which will make the privatisation more difficult," comments an executive of a foreign nuclear group. Private companies are being asked to take on a "job lot" of three very different projects at varied stages of their useful life, he says. "I can understand a

potential operator being put off."

Argentina, however, has resisted pressure from potential bidders, including companies from Canada, the US, Britain, France and Spain, to offer the plants separately. Without the sweetener of Embalse, the Atucha plants could prove impossible to sell. "The two working plants will generate cash flow to finish Atucha II," says Mr Blanco.

"That is the whole point of the

privatisation."

Persuading a single consor-

tium to take on three quite separate projects is only part of the battle. Argentina must also develop a formula that limits the private operator's liability for accidents, decommissioning and eventual disposal of fuel.

The extent of such liabilities could be determined by environmental legislation passed 30 years from now. The aborted first attempt to sell nuclear plants in the UK – the only other country to embark on nuclear privatisation – failed, says Mr Blanco, "because the government did not properly evaluate the risks being transferred to the private sector. The British experience

is to take on three quite sepa-

rate projects is only part of the battle. Argentina must also develop a formula that limits the private operator's liability for accidents, decommissioning and eventual disposal of fuel.

The extent of such liabilities could be determined by environmental legislation passed 30 years from now. The aborted first attempt to sell nuclear plants in the UK – the only other country to embark on nuclear privatisation – failed, says Mr Blanco,

to fix technology or legislation made decommissioning more expensive than envisaged, the state would pay the additional cost. The same mechanism would be used to finance disposal of high-level waste. In each case, a limited financial burden would be transferred to the private operator, but the state would maintain ultimate responsibility.

The difficulty with the solution, admits Mr Blanco, is "the more costs we unload on the private operator, the less we can expect to earn from the privatisation." Argentine legislators might find it hard to explain to a nationalistic public why Latin America's most sophisticated nuclear industry was being sold off for a pittance.

Objectives of introducing the profit motive into such a controversial sector also run deep.

"The nuclear industry can't be determined by supply and

Michoacan and Nayarit, form the hub of illegal drug production in Mexico.

Guerrero is thought to be Mexico's biggest producer of marijuana and the heroin poppy. Like most drug economies, Guerrero has been flooded with money and weapons, while the police and the army cannot be trusted by central government.

There is speculation that drug traffickers could be financing the armed group to divert the army's attention.

Suspected Mexican rebel leader held

By Leslie Crawford
in Mexico City

The leader of a radical peasant organisation in Mexico has been arrested and charged with sedition in connection with the emergence of a new guerrilla group in the western state of Guerrero.

Mr Hilario Mesino Acosta, leader of the Southern Sierra Peasant Organisation (OCSS), was jailed at a detention centre in Acapulco after being arrested outside his Mexico

City home on Wednesday, his family said yesterday.

The state government of Guerrero confirmed Mr Mesino's arrest. Officials said they suspected his militant organisation was behind the self-styled Popular Revolutionary Army, which made its first public appearance at a small hamlet in the mountains north of Acapulco last Friday.

The debut of the alleged guerrillas has not upset Mexico's financial markets this week. The peso has remained stable, while trading on the stock market has been lacklustre.

Investors said they did not believe the new guerrillas posed a serious military threat.

Their uniforms looked new and well-presented – not the attire of insurgents who have slogged through the jungle for months. They were carrying walkie-talkies and expensive weapons, which are easily obtainable in Guerrero thanks to the presence of drug-traffickers.

According to anti-narcotics agents, Guerrero, and the adjoining states of Jalisco,



IRELAND. THE SERVICES CENTRE OF EUROPE.

Many large European and American companies have recognised the value of setting up a pan-European Services Centre where administration, data processing, software services, customer support or teleservices can be provided to serve each of their international markets.

If you are looking for the best location for your Centre, look no further than Ireland: thanks to our advanced telecommunications technology, no other country is closer to the heart of Europe – yet no other country has more competitive telecommunications costs.

Ireland can also offer a well educated, multilingual and flexible workforce at a lower cost. Add in a substantial tax benefit and you have the most effective Services Centre in Europe.

If you want to find out how you can join major companies such as ITT Sheraton, Best Western, Electrolux, Whirlpool, American Airlines, Bertelsmann/AOL, Point Information Systems, GmbH, and UPS in making the most of Ireland's telecommunications advantage, give us a call.

HEAD OFFICE
Ireland
Wilton Place,
Dublin 2, Ireland.
Tel: +353 1 603 4000
Fax: +353 1 603 3040
e-mail: ida@ida.ie
web: http://www.ida.ie

Germany
Düsseldorf.
Tel: (211) 436 02 00

Netherlands
Amsterdam.
Tel: (020) 679 8666.

United Kingdom
London.
Tel: (171) 629 3911.

**IDA
IRELAND**
INDUSTRIAL DEVELOPMENT AGENCY

To advertise your
Commercial Property
And reach 52,000 property decision makers.

Contact

Courtney Anderson
+44 0171 873 3252

Nadine Howarth
+44 0171 873 3211

Fax +44 0171 873 3098

ability!

THE SERVICES CENTRE OF EUROPE

NEWS: INTERNATIONAL

THE SUMITOMO AFFAIR

Why Mr Copper chose British provincial team

Robert Thomson and Clay Harris talk for the first time to the men who Sumitomo turned to for discretion

Now resident in Monaco for tax reasons, Mr Ashley Levett and Mr Charlie Vincent are keen to portray themselves as good British corporate citizens. They say they have paid their taxes, personal and company, and been subject to "just about every regulatory authority".

Just about every regulatory authority in the world of commodities is now taking an active interest in the company they created, Winchester Commodities, and its role in the meteoric career of Yasuo Hamanaka, Mr Copper, dismissed for losing Sumitomo Corporation \$1.8bn in unauthorised trades.

Ruled by media suggestions that they are "playboy nobodies" who, inexplicably, came to handle almost 50 per cent of copper trades for the powerful House of Sumitomo, they want to explain how a commodity trader based in provincial England became a natural ally for the star copper trader in Tokyo.

"Why did Sumitomo and all these other companies trade with this tin-pot company... it's this small company, blaah," says Mr Levett, the irony lifting his voice an octave higher. The short history is that he was vice-president of the London metals broking arm of Drexel Burnham Lambert, the US house which went bankrupt in February 1990 after the collapse of the junk bond empire created by Michael Milken.

His speciality was trading copper futures, one of the first on the London Metal Exchange to do so "in volume". He left to join a broking company, DLT Commodities, established by Mr David Threlkeld, a for-

mer client but now an adversary. Mr Threlkeld, now based in Vermont in the US, has been a rich source of information about Winchester in the days following the Sumitomo revelations last month. It appears the two men fell out over pay and the management of DLT, prompting Mr Levett to form Winchester, based in the British city of the same name.

Mr Levett's experiences had given him firm ideas about the desired shape of the new company. "First of all we decided that we needed lines of credit. The business was changing and we thought that we would then get a banking partner. In the aftermath of the tin crisis in 1985 there was very little capital spread around

I think what he liked about us was that we'd make a price and he knew he could deal. Bang, he would deal...

the LME. In terms of paid-up capital, I think the highest capitalised company on the LME at that time was about \$20m, which was Rudolf Wolff."

The way around this limit was to bring in Crédit Lyonnais Rouse, commodities arm of the state-owned French bank. "We had Crédit Lyonnais [Rouse] there as, if you like, our banking partner and then we started in the business... we



CHARLIE VINCENT

gave them the documentation on the companies and quite often they would meet clients with us. We'd send clients into their offices, they'd travel with us."

Another priority in putting together Winchester, he says, was to ensure that it would be difficult for competitors to know who were behind the orders, giving their clients the market advantage of anonymity. "The LME has quite a history of lack of confidentiality. Because of our market position, we were in a position where a client could enjoy a contractual obligation from a first class bank and have the ability through an off-market house to remain invisible. So when any client traded through us, the brokers couldn't see who was conducting the trade."

With the structure in place, Winchester began the courting of Sumitomo, which had used DLT Commodities, among other companies, for copper trades. The Crédit Lyonnais Rouse connection was crucial - Charlie Vincent had worked there as a market maker in 1988 and CLR had cleared deals for DLT, continuing to do so after Winchester was established.

"I joined in June/July 1991 and naturally one of my first business trips after that was to go to Tokyo to see Sumitomo Corporation to establish some trading lines with Crédit Lyonnais Rouse, which we did," Mr Vincent said.

Winchester's origins

- 1988-89: Levett leaves Drexel Burnham Lambert to work for David Threlkeld, a former client and copper trader.
- March 1991: Levett forms Winchester Commodities after quitting DLT Commodities in dispute with Threlkeld.
- 1991: Charlie Vincent, formerly a trader at Crédit Lyonnais Rouse and DLT, joins Levett at Winchester as co-owner.
- 1991-1995: Winchester handles bulk of Sumitomo trades - 40 to 50 per cent at times.
- June 1995: Levett resigns Winchester directorships and moves to Monaco.



ASHLEY LEVETT

The courtship began slowly. "This unique relationship - the introducing broker format - took some time for the Japanese culture to really digest and understand. We made clear Crédit Lyonnais Rouse are the principals of all Winchester's client base." Vincent was impressed by Mr Hamanaka, the trader now characterised by his former company as "devious" and accused of conducting unauthorised trades for a decade: "I played golf with him. My impressions were that he was a likeable person. He was quite westernised. Intelligent. Great sense of humour. He liked us because we treated him like an individual."

Mr Levett and Mr Vincent insist that they never received any requests for fictitious trades from Mr Hamanaka and are convinced that he is honest. They are also adamant that he was not a "rogue trader" and that Sumitomo executives were aware of the Hamanaka strategy - controlling much of the LME's physical copper stocks, around which he built a complex network of derivative deals.

"Whenever I did a business trip to Tokyo and arranged a meeting with Sumitomo, I was instructed to meet on the third floor and taken around the trading desk and introduced to a lot of Japanese people, and then we'd go and sit down and have a meeting," Mr Vincent recalls.

But Mr Levett suggests that even Winchester was unaware of the extent of Sumitomo's exposure. He said Mr Hamanaka had "16 different (credit) lines around the market place" and estimates that Winchester was handling about 40 to 50 per cent of the Sumitomo trades.

Typically Mr Hamanaka would come up and make a request. You knew that he had to match his physical book. He would come up and ask for certain options. We would quote him, make markets. I think what he liked about us was that we'd make a price and he knew he could deal. Bang, he would deal, and then we

would venture out into the market place."

Chinese traders were apparently less sophisticated. Mr Vincent recalls visiting the Shanghai office of the state-owned China International Trust and Investment Corporation in the early 1990s, when they had "pieces of paper stacked up and four guys sitting there with a bunch of phones and pencils, trading options, selling options on the LME." Chinese traders were apparently less sophisticated. Mr Vincent recalls visiting the Shanghai office of the state-owned China International Trust and Investment Corporation in the early 1990s, when they had "pieces of paper stacked up and four guys sitting there with a bunch of phones and pencils, trading options, selling options on the LME."

"Typically Mr Hamanaka would come up and make a request. You knew that he had to match his physical book. He would come up and ask for certain options. We would quote him, make markets. I think what he liked about us was that we'd make a price and he knew he could deal. Bang, he would deal, and then we

Mr Vincent says he wants do charitable works: 'There's a misunderstanding of who we are as people'

could venture out into the market place."

Chinese traders were apparently less sophisticated. Mr Vincent recalls visiting the Shanghai office of the state-owned China International Trust and Investment Corporation in the early 1990s, when they had "pieces of paper stacked up and four guys sitting there with a bunch of phones and pencils, trading options, selling options on the LME."

"Obviously the press hasn't been great for our business. We've had clients who have closed accounts with us," Levett said. He said that both remain active in the company, despite the distance of their domicile, and regularly discuss strategy with their staff.

Mr Vincent says he was taking a lower profile to spend more time with his family and do charitable works. "There's a huge misunderstanding of who we are as people."

Fund for Africa to be launched

By Canute James in Barbados

The Commonwealth is to launch a development fund for Africa in London next week with an initial sum, to invest in companies which are being diversified and expanded.

The fund has been organised by the Commonwealth Secretariat, and will be followed by others for the Caribbean and for India. Chief Eneka Anyaku, the Commonwealth secretary general, said in Barbados yesterday.

The fund has been provided by the Commonwealth Development Corporation, a British organisation which provides development capital and investment finance for projects in several countries.

The CDC will manage the fund. The rest has been raised in Commonwealth countries including Singapore, Malaysia, Brunei, South Africa and Zimbabwe. More money for the fund will be raised on international financial markets.

The Africa fund, like the others which will follow, will be operated commercially, and is not regarded as aid to the African countries, officials of the Commonwealth Secretariat said yesterday.

The fund will be used for companies which are viable, and not to support ones which lose money.

The fund will concentrate on small and medium-sized private sector businesses, and will make initial investments of between \$2.5m and \$3m.

The launch of the fund in London will coincide with the visit to Britain of President Nelson Mandela of South Africa, Chief Anyaku said.



Anyaku: more funds to follow

Anglo American fires 28,000 wildcat platinum strikers

By Roger Matthews in Johannesburg

All 28,000 underground workers at the world's largest platinum mine in South Africa have been sacked after defying a court order to return to work.

The final 7,000 miners were dismissed yesterday, following similar action against 21,000

men earlier in the week. Anglo American Platinum Corporation, which owns the Rustenburg mine 100 miles north of Johannesburg, said the total loss of output was costing it \$13.5m (\$8.3m) a day.

The strike, which started last week, is unofficial and has been condemned by both management and the National Union of Mineworkers. Mr

Kgalema Motlanthe, general secretary of the NUM, said the strike was being led by non-unionised miners. "They are a self-selected group and are severely intimidating our members who wish to return to work," he said.

Management has said it would be willing to re-employ most of the strikers if they go back to work almost immediately. However attempts at

repayment of income tax deductions, the return of contributions to the death benefit scheme, and, most bizarrely, the full payment of death benefits to the entire workforce failed to make progress.

The dispute is believed to be causing growing concern to the government, which has put great emphasis on introducing sophisticated labour legislation designed to prevent wildcat strikes.

At the root of the problem

appears to be an agreement by management two months ago to refund miners' contributions to their pension fund, following a five-day stoppage. A company spokesman said they had resisted the demands because refunds were not in the best long-term interests of the workers, but eventually acceded.

Representatives of the unoffi-

Omens not good for troubled Burundi's 'African solution'

Michela Wrong holds out scant hope for an international mission to keep the peace between Tutsis and Hutus

Rwanda, Somalia, Liberia. The list of recent international security operations in Africa is not an inspiring one. Yet despite this catalogue of compromise, failure and retreat, another concerted attempt to bring peace to an African troublespot is being planned this time in Burundi.

Given the complexity of the crisis in this tiny nation, where the conflict between the Tutsi-dominated army and Hutu-led rebels claims a thousand lives a month, many would argue that all the elements for another botched mission are in place.

Nonetheless, the momentum behind the formation of an East African force to restore order in Burundi is looking formidable. Leaders attending the Organisation for African Unity summit in Cameroon on Monday will almost certainly be asked for their approval.

Details of what is being planned - how many men, under whose command, how big a budget, who will pay for what, when the force could go in and what precisely it would do - remain tantalisingly nebulous.

All that is known is that Tanzania, Uganda and Ethiopia - joined perhaps by a reluctant Kenya - are ready to send troops to protect politicians, civil servants and key installations in Burundi, and help retrain the security forces, responsible for so many of the country's atrocities.

Dubbed "an African solution to an African problem" by US officials, the planned deployment is a measure of the west's growing indifference to Africa's problems.

Despite constant warnings of impending disaster from Mr Boutros Boutros Ghali, the west has shrunk from action in Burundi. The UN secretary general's call in February for

25,000 troops to be placed on standby in various countries, ready for a humanitarian intervention, aroused little enthusiasm.

A report by the International Crisis Group, an American think-tank, showed why. It estimated such an operation would cost between \$1bn and \$2bn, require 1,000 to 3,000 crack troops, and need rules of engagement more aggressive than those used in Bosnia.

Scarred by their experiences of previous African missions, the US, France and Belgium have offered funding and logistical support, but not a single soldier. An African initiative, paid for and co-ordinated by the west, was all that remained.

Until recently Burundi's government had resolutely rejected outside interference. An apparent breakthrough came last month in Arusha, when Burundi's Hutu president and Tutsi prime minister together asked a regional summit for help.

Arm-twisting by Mr Julius Nyerere, the former Tanzanian president who has been chair-

ing peace talks, seemed to have coincided with a growing realisation among the Tutsi élite that the army could no longer contain the situation.

"It became clear the donors were not going to look in the other direction if a new genocide took place in Burundi," said a diplomat. "That, in addition to the deteriorating security situation, compelled Prime Minister Antoine Nduwayo to change his position."

Even with the blessing of the Tutsi community, the mission tribes with hazards.

Promises would then be confronted with the old, hair-raising prospect: an intervention opposed by both the army and the rebels.

As leaders prepare for the OAU summit, another hazard is emerging. With a deployment viewed in Burundi as imminent, protagonists are under pressure. Factions are hurrying to consolidate their positions, and the likelihood of a coup has probably never been higher.

An army crackdown is already under way in the north-west Chitanda province, a rebel stronghold. Since no aid organisations operate there, no one knows exactly what is happening. But the rush of 400 refugees to Rwanda and Zaire is a sign that, for the moment at least, the "African solution to an African problem" is exacerbating rather than easing tensions.

WWF World Wide Fund For Nature (Formerly World Wildlife Fund)

International Secretariat, 1196 Gland, Switzerland.

FOR THE SAKE OF THE CHILDREN WE GAVE THEM A NURSERY.

Fund for
Africa to be
launched

This year's investment research top dogs.



3rd SBC Warburg
4th UBS Ltd

1st NatWest Securities
2nd HSBC James Capel

5th BZW
6th Merrill Lynch

7th Kleinwort Benson Securities
8th ABN AMRO Hoare Govett

9th Morgan Stanley International
10th Goldman Sachs International



Congratulations to the winners of the 23rd Extel Survey of Investment Analysts, the industry's most eagerly awaited and authoritative annual survey. Over 1800 analysts have been assessed on the quality of their investment research across 98 sectors by the UK's leading fund managers. Fierce competition and restructuring in the City means that the stakes are high. The appetite for research and its delivery is changing. Find out more by ordering your copy of the Extel Survey.

Call Karen Bailey on 0171 825 8000 or fax 0171 608 2032.
1996 Ranking of Investment Analysts Survey price £325 (p&p inc.)



FINANCIAL TIMES
Information

A PEARSON COMPANY

NEWS: UK

Imports' share of car market rises to 62%

By Haig Simonian,
Motor Industry Correspondent

Imports continued last month to increase their big share of the British market for new cars. Their share rose to 62.3 per cent, and they captured 61.7 per cent of sales in the first half of this year.

The biggest gains were made by Volkswagen, which has seen its sales in Britain soar by 39 per cent this year thanks largely to improved supplies of the popular Polo compact hatchback.

Fiat also continued its strong product-line revival, while the group's Alfa Romeo subsidiary recorded one of its biggest improvements, albeit from a very low base.

Korean brands continued their incursion in to the UK market, with Daewoo raising its registrations by nearly 66 per cent and taking its market share for the month to almost 1.3 per cent.

Sales of luxury and executive

cars manufactured outside Britain continued to advance, partly on the back of new models. BMW's sales surged by almost 73 per cent last month, lifted by strong demand for the new 5-Series. Demand for Mercedes-Benz also proved strong, thanks to the new E Class range.

By contrast, Ford and General Motors saw their sales slip last month, while BMW's Rover offshoot, which yesterday announced the appointment of a new chief executive, suffered a very sharp fall in sales. Its market share fell below 10 per cent last month.

Mr Bernard Carey, Rover's head of corporate affairs, said the fall was regrettable, but argued that the company remained committed to its policy of focusing on margins... (that) suggests that a 2% market can be achieved this year."

Some manufacturers say advance orders indicate that August should be a very good month. Sales in August are

Ford and GM lose market share

REGISTRATIONS OF NEW CARS	May 1995		May 1996	
	Volume	Change%	Share%	Share%
Total market	141,256	+4.7	100	100
UK produced	33,357	-5.4	23.8	21.8
Imports	87,900	+12.0	62.2	58.2
Japanese makers	18,762	+14.2	13.3	12.2
Ford group	28,472	-4.8	20.2	22.2
- Ford	26,111	-4.3	18.9	21.8
- Jaguar	3,361	-31.0	0.3	0.4
General Motors	20,908	-5.2	14.8	16.3
- Vauxhall	19,088	-6.3	14.1	15.8
- Opel	1,821	+3.8	0.7	0.7
BMW group	17,501	+1.3	12.4	11.5
- BMW	3,810	+7.7	2.7	1.8
- Rover	13,911	+14.3	9.9	12.0
Peugeot group	15,599	+6.2	11.0	10.8
- Peugeot	10,900	+8.4	7.8	7.5
- Citroen	4,608	+3.2	3.5	3.3
Volkswagen group	12,612	+2.7	8.9	7.8
- Volkswagen	8,858	+5.7	6.3	4.4
- SEAT	1,275	+10.5	0.9	1.0
- Skoda	612	+0.5	0.4	0.4
Renault	928	+28.8	0.7	1.0
Nissan	7,481	+9.1	5.3	5.1
Fiat group	7,268	+2.7	5.1	4.2
- Fiat	6,894	+2.8	4.7	4.1
- Alfa Romeo	575	+24.4	0.4	0.2
Toyota	3,876	+2.7	2.7	2.2
Mitsubishi	4,227	+11.8	3.4	2.2
Mercedes-Benz	2,148	+19.1	1.5	1.3
Volvo	2,113	+22.2	1.5	2.2
Korean makers	3,511	+44.6	2.5	1.8

GM holds 30% of South African and has management control. *Includes Range Rover Discovery. **Over 1000ccs. ***A model and test marketing. Source: Society of Motor Manufacturers and Traders

always high because it marks the start of a new year prefix on licence plates. Mr Chris Wilkins, an official of BMW in the UK, said: "We are looking at an

increase in orders of about 30 per cent year-on-year. We suspect August will be buoyant not just for us, but for luxury cars in general."

Some manufacturers say advance orders indicate that August should be a very good month. Sales in August are

BSkyB's digital plans gain momentum

By Raymond Snoddy

British Sky Broadcasting has sent out confidential specifications for the production of up to 1m digital satellite television receivers in a strong signal that it will launch 200 UK channels next year.

BSkyB wants the decoders ready for the shop by September next year. The order would almost certainly be worth more than £250m (\$390m) at factory prices.

The company, controlled by Mr Rupert Murdoch's News Corporation, may expand the service to as many as 500 channels in the longer term.

Apart from a large number of channels the service would feature near-video-on-demand, which devotes a large number of channels to a top movie so that there are many opportunities to view.

There are no plans to choose a number of "exclusive" manufacturers — anyone who meets the specifications will be able to manufacture. BSkyB wants the new digital boxes to retail for about £200.

The company is in talks with groups such as British Telecommunications and Barclays Bank to see whether the initial retail cost of the boxes can be subsidised in return for their involvement in the development of interactive services such as home shopping and home banking.

Speaking to a forum of the UK digital TV group yesterday, Lord Inglewood, the broadcasting minister, told a forum of the UK digital TV group that Britain would be at the forefront of the digital television revolution.

"If digital is going to work anywhere in Europe it will be here," Lord Inglewood said.

British Energy valuation signalled

By Stefan Wagstyl,
Industrial Editor

Fund managers yesterday made preliminary bids of 200 pence to 230 pence a share for stock in British Energy, the state-owned nuclear power company which is being sold.

This would put a value of between £1.4bn (\$2.18bn) and £1.6bn on the company, towards the bottom of the £1.26bn to £1.96bn range indicated in the sale prospectus launched last week by Mr Ian

Lang, the trade and industry secretary. The price range emerged as BZW, the stockbroker managing the issue, started collecting offers from investors around the world.

BZW estimated that the offer for institutions was "fully subscribed" at a price within the 200p to 230p range. The remaining shares have been reserved for sale at a discount to UK retail investors.

The stock for institutions is being sold by a tender offer which opened yesterday and runs until next Friday. Bidders

can amend or withdraw their bid before the close, but BZW is confident that yesterday's bids will stay in place, barring unforeseen stock market shocks. The broker said that early bids usually came from institutions which firmly intended to buy shares.

BZW also expects to sell the shares reserved for retail investors, who have until next Wednesday to apply for stock. Some 1.67m people have indicated their interest by registering at share shops, designated outlets for the stock. In the privatisations of Railtrack, about a third of the 1.85m investors who registered at share shops eventually submitted bids.

However, both retail and institutional investors have greater reservations about British Energy than about Railtrack and other recent privatisations. They are concerned about possible future declines in electricity prices, the potential effects of a change of government and the long-term costs of handling nuclear waste and decommissioning nuclear plants.

Regulator slams power companies on competition

By Simon Holbort in London

for the introduction of competition.

They were critical of the lack of central control over the process, Offer's alleged failure to take a lead, and whether competition would yield any real benefits to consumers given the very narrow margins which characterise the electricity supply business in the UK.

Prof Littlechild said, however, that competition held out the real possibility of lower electricity prices. He said consumers would be able to choose from a range of tariffs, and from a number of new providers.

He disputed industry claims about the costs of introducing competition, and said a way forward for competition had been available for some time and that the industry should just "get on with it". Prof Littlechild was responding to criticisms by senior industry executives about the way competition was being introduced and its benefit to consumers.

He said Offer estimated that it would cost companies about £1 a customer, or less than £20m in total, to put the necessary procedures and systems in

place. "Pretty much everything is on the table," he said. "People can see what's needed to be done and they can do it. Any competent supplier should be able to do it. If not, consumers will want to know why."

Prof Littlechild also dismissed the claims by Recs that margins were so narrow that competition would bring only modest falls in prices at best.

Prices may not have as far to fall as domestic gas prices do, however. With greater competition in generation and the ending in 1998 of residual subsidies to the coal industry, there should be scope for electricity prices to fall.

He also said the regional electricity companies had more scope to reduce their own costs which should feed through to

lower electricity prices.

Separately, Safeway, Britain's third largest food retailer, said it was looking at offering its customers electricity supply. It currently has 4m holders of its loyalty card.

Safeway said one option would be to act as an agent to an electricity supplier. The latter would be allowed to set up kiosks in Safeway stores to access customers and process bills, and Safeway would take a commission on business done.

The alternative would be to supply electricity directly, a riskier move but one with the promise of higher margins.

Safeway would have to buy a set amount of electricity from a generator, and hope it could then sell it on.

British Airways pilots soon to set date for strike

By Michael Skapinker,
Aerospace Correspondent

British Airways pilots said yesterday that they would announce the starting date of their strike on Tuesday. As they are required by law to give BA seven days' notice, industrial action could begin on July 16.

The strike could ground the BA fleet at the height of the summer season. BA has said it hoped to avoid a strike but hinted that it would bring in outside pilots to ensure its services continued. The announcement from

the union. But we believe a strike would serve no purpose."

BA said it believed Balpa should re-ballot its members as the company had added to its original offer since the strike vote had taken place. BA said it had offered short-haul pilots at Gatwick pay increases of between 8 per cent and 10 per cent. That was in addition to salary rises of 3.6 per cent this year and inflation plus 0.5 per cent next year being offered to all staff. BA said pilots had voted before the new offer was made, adding: "They have voted on the old offer, if

the union wishes to proceed we believe it should hold a new ballot."

The additional rise for Gatwick pilots would be conditional on an increase in flying hours from 645 hours a year to 710 hours.

The lower-paid pilots were originally employed by Dan-Air, the independent airline acquired by BA in 1992. BA said it had reached agreement with Balpa at the time that the Dan-Air pilots would continue to be paid less. This was because Dan-Air carried debt of £103m (£160.7m) and its future was not assured.

Balpa conceded it had reached the agreement with BA but added: "That was some years ago." It said the new offer of additional pay for Gatwick pilots was unacceptable because it involved a large increase in hours flown. "We've thrown it out as a complete sham," the union said.

The union said it had written to BA saying it knew what Balpa's position was. Balpa said: "We have told BA they are wasting our time. We want to get round the table if they come up with a reasonable offer."

Balpa conceded it had reached the agreement with BA but added: "That was some years ago." It said the new offer of additional pay for Gatwick pilots was unacceptable because it involved a large increase in hours flown. "We've thrown it out as a complete sham," the union said.

The union said it had written to BA saying it knew what Balpa's position was. Balpa said: "We have told BA they are wasting our time. We want to get round the table if they come up with a reasonable offer."

Balpa conceded it had reached the agreement with BA but added: "That was some years ago." It said the new offer of additional pay for Gatwick pilots was unacceptable because it involved a large increase in hours flown. "We've thrown it out as a complete sham," the union said.

The union said it had written to BA saying it knew what Balpa's position was. Balpa said: "We have told BA they are wasting our time. We want to get round the table if they come up with a reasonable offer."

Balpa conceded it had reached the agreement with BA but added: "That was some years ago." It said the new offer of additional pay for Gatwick pilots was unacceptable because it involved a large increase in hours flown. "We've thrown it out as a complete sham," the union said.

The union said it had written to BA saying it knew what Balpa's position was. Balpa said: "We have told BA they are wasting our time. We want to get round the table if they come up with a reasonable offer."

Balpa conceded it had reached the agreement with BA but added: "That was some years ago." It said the new offer of additional pay for Gatwick pilots was unacceptable because it involved a large increase in hours flown. "We've thrown it out as a complete sham," the union said.

The union said it had written to BA saying it knew what Balpa's position was. Balpa said: "We have told BA they are wasting our time. We want to get round the table if they come up with a reasonable offer."

Balpa conceded it had reached the agreement with BA but added: "That was some years ago." It said the new offer of additional pay for Gatwick pilots was unacceptable because it involved a large increase in hours flown. "We've thrown it out as a complete sham," the union said.

The union said it had written to BA saying it knew what Balpa's position was. Balpa said: "We have told BA they are wasting our time. We want to get round the table if they come up with a reasonable offer."

Balpa conceded it had reached the agreement with BA but added: "That was some years ago." It said the new offer of additional pay for Gatwick pilots was unacceptable because it involved a large increase in hours flown. "We've thrown it out as a complete sham," the union said.

The union said it had written to BA saying it knew what Balpa's position was. Balpa said: "We have told BA they are wasting our time. We want to get round the table if they come up with a reasonable offer."

Balpa conceded it had reached the agreement with BA but added: "That was some years ago." It said the new offer of additional pay for Gatwick pilots was unacceptable because it involved a large increase in hours flown. "We've thrown it out as a complete sham," the union said.

The union said it had written to BA saying it knew what Balpa's position was. Balpa said: "We have told BA they are wasting our time. We want to get round the table if they come up with a reasonable offer."

Balpa conceded it had reached the agreement with BA but added: "That was some years ago." It said the new offer of additional pay for Gatwick pilots was unacceptable because it involved a large increase in hours flown. "We've thrown it out as a complete sham," the union said.

The union said it had written to BA saying it knew what Balpa's position was. Balpa said: "We have told BA they are wasting our time. We want to get round the table if they come up with a reasonable offer."

Balpa conceded it had reached the agreement with BA but added: "That was some years ago." It said the new offer of additional pay for Gatwick pilots was unacceptable because it involved a large increase in hours flown. "We've thrown it out as a complete sham," the union said.

The union said it had written to BA saying it knew what Balpa's position was. Balpa said: "We have told BA they are wasting our time. We want to get round the table if they come up with a reasonable offer."

Balpa conceded it had reached the agreement with BA but added: "That was some years ago." It said the new offer of additional pay for Gatwick pilots was unacceptable because it involved a large increase in hours flown. "We've thrown it out as a complete sham," the union

Launch
Virginia

The flexible and deregulated US labour market model has both admirers and critics around the world. The enthusiasts point to its undoubted ability as the generator of millions of new jobs by contrast to the employment stagnation experienced in much of the European Union during the 1980s. On the other hand, its critics argue many of those new work opportunities are in insecure, low paid and unskilled jobs with no long-term future.

But the current debate about jobs in America is arousing a strong division of views inside the country itself. Mr Jon Stiglitz, chairman of President Clinton's Council of Economic Advisers, provoked sceptical surprise among European governments at this spring's jobs summit conference of the main industrialised nations with his bullish presentation of a US revival in quality employment.

His report, *Job Creation and Employment Opportunities: The US Labor Market 1989-1996*, seemed to disarray the critics. According to his data, drawn mainly from the Bureau of Labour Statistics, 68 per cent of new jobs in the past two years were found to pay above the national median and most were full-time rather than part-time, required higher educational qualifications and were in medium-sized private enterprises. Mr Stiglitz has won support for his findings from

JOBS: US employment may be rising but not everyone is cheering, says Robert Taylor

Downsized ghost at labour market party

American employers. The Manufacturing Institute, a research arm of the National Association of Manufacturers, argues that 8.2m new jobs have been created in the US over the past two years, with a rise in the average compensation (wages and benefits) for the rapidly growing workforce.

"Other industrialised countries in recent decades have done one or the other; none, aside from the United States, can claim to have done both," it says in a report, *Improving The Economic Condition of The American Worker*. "Over the past quarter century the American economy has produced an economic miracle of job creation with more than 40m net new jobs that is the envy of the industrial world while confronting an unprecedented global competitive challenge."

The business-funded Committee for Economic Development in its recent study *America's Workers and Economic Change* also confirms that buoyant picture. While conceding a slowdown in job growth in industries with high average wages, it argues that trend masked "the occupational upgrading within most

industries" and employment expansion which had been "quite strong in high-skill and high-wage occupations", with 46 per cent of net new jobs between 1983 and 1993 coming in managerial, professional or technical occupations.

At first sight, such data appears to cast doubt over the fashionable view that the US labour market is insecure and harsh and suffering from what Professor David Gordon called "the corporate squeeze of working Americans" in a new book *Fat and Mean*. The more positive picture may have brought much-needed relief to sensitive employers concerned about their bad media image, with such hostile coverage as Newsweek magazine's influential spring cover story on "corporate killers" and the New York Times series on the "downsizing of America" just republished as a book.

They can also draw some comfort from other trends in the labour market. "The few large lay-off announcements which reinforce the sense of worker insecurity are more than offset by job creation," points out the Manufacturing Institute. For example, AT&T, the telecommu-

nations group, may have announced 40,000 job losses last winter. But over the past two years alone, telecommunications created 100,000 new jobs in the US, and it has been estimated the industry's further deregulation may generate 3.4m extra jobs over the next decade or so.

Moreover, the institute also points out, "the future may be on the side of the worker". The baby-boom generation, whose sheer size has served to dampen wages, has already been absorbed by the economy", it argues. "The generation now entering the workforce is roughly one-third smaller". As a result, shortages of certain types of skilled workers, especially in the computer industry, are already apparent and this has "pushed wages to impressive heights".

Like Mr Stiglitz, the institute points out that "technical workers" have witnessed the most explosive job growth. By 2000, they will represent 20 per cent of the entire US labour force and are already the largest broad occupational category.

It also questions sweeping talk about the elimination of high-paying blue-collar manufacturing employment. While 2.6m jobs appear to have disappeared from that category, 1.8m new jobs have been created in other sectors resulting from new manufacturing. Also, many support jobs, which when done directly by manufacturers were classified as manufacturing, have been outsourced and are now described as service jobs.

But even the employer research bodies admit all is not well in the US labour market. The Manufacturing Institute, for example, accepts nearly three quarters of all households have had a "close encounter" with lay-offs since 1980, while downsizing has spread from manufacturing workers to highly paid professionals who often make less in their new jobs than their old ones.

The Committee for Economic Development also acknowledges: "Job dislocation has grown as prime firms have undertaken widely publicised downsizeings. Workers' average real earnings have risen little during the last two decades, economic rewards are less equally distributed, the proportion of workers covered by employer health plans is falling and fewer of the unemployed are supported by the safety net of unemployment insurance." Keen to deny the picture of an uncaring and lean corporate attitude to workers, employer organisations are urging their members to adopt an enlightened approach. The Manufacturing Institute has called for a new employment contract between companies and workers, where, in exchange for "working hard to help the firm achieve success today, the employer promises to help the employee develop skills that will enhance prospects for personal advancement tomorrow".

The Committee for Economic Development also acknowledges:

"Job dislocation has grown as prime firms have undertaken widely publicised downsizeings. Workers' average real earnings have risen little during the last two decades, economic rewards are less equally distributed, the proportion of workers covered by employer health plans is falling and fewer of the unemployed are supported by the safety net of unemployment insurance." Keen to deny the picture of an uncaring and lean corporate attitude to workers, employer organisations are urging their members to adopt an enlightened approach. The Manufacturing Institute has called for a new employment contract between companies and workers, where, in exchange for "working hard to help the firm achieve success today, the employer promises to help the employee develop skills that will enhance prospects for personal advancement tomorrow".

research bodies. The AFL-CIO union federation points to the growing income gap between rich and poor revealed in official statistics, with a 13 per cent drop in real weekly earnings for non-supervisory and production workers between 1979 and 1995 despite a 21 per cent improvement in worker productivity over the same period.

It also casts doubt on the validity of the data used by the Council for Economic Advisers, pointing to the great variety of jobs contained in occupational categories. Managers include not only senior executives with million dollar salaries who have seen their pay grow spectacularly, but also assistant managers in retail establishments with modest incomes that have stagnated. "A rise in earnings of top income earners within an occupation and a drop in the incomes of the lowest paid does not necessarily show in the median incomes figures," argues the AFL-CIO.

Its own findings for the first quarter of this year may go some way to confirm Mr Stiglitz's analysis. Jobs paying above the median income accounted for 68 per cent of new ones created in that period, but only 9 per cent of them were in occupations with a real income gain. The AFL-CIO found only three out of the 15 occupational categories enjoyed both job gains and real income gains and this covered only 345,000 out of the 4.1m jobs created.

Appointments Advertising

appears in the UK
edition every
Wednesday &
Thursday and in
the International
edition every
Friday

For further
information
please call:

Andrew Skarzynski
+44 0171 873 4054

Toby Finden-Crofts
+44 0171 873 3456

COMMERCIAL BANKING - PROPERTY

N M Rothschild & Sons Limited is a leading international merchant bank with a strong reputation for the quality of its corporate financial services. There is an opportunity for a professional to join an established London-based team, specialising in investment property lending in the Banking Division.

Candidates, in their mid to late 20's, will need to demonstrate a consistently excellent academic record including a good honours degree. They will have had at least 3 years experience in a property lending role with a leading institution in finance or property. They will have developed first class analytical skills in property lending techniques, marketing skills and sound judgement. Excellent communication skills and interpersonal qualities are vital.

From the outset, the successful candidate will have significant personal responsibility, as part of a close-knit team, for existing and prospective clients, marketing our services and presenting transactions to the credit committee. The Division provides progressive training to develop expertise and prepare for greater responsibility. The remuneration package will not be a limiting factor for the right candidate.

In the first instance, please send a full curriculum vitae (indicating present remuneration) in the strictest confidence, to Sara Greve, Personnel Manager, N M Rothschild & Sons Limited, New Court, St Swithin's Lane, London, EC4P 4DU.



N M ROTHSCHILD & SONS LIMITED

SENIOR EXECUTIVES CORPORATE FINANCE

Middle East Based

Our prestigious Gulf based client is regarded as one of the leading financial institutions in the Arab world. Within its range of investment banking services, it has gained a strong reputation for providing quality corporate finance advisory work. Particularly active in the energy, transportation, telecommunications and infrastructure sectors, the institution now seeks to recruit three energetic, highly motivated individuals to join its expanding financial advisory teams reporting directly to the Head of the Corporate Finance Division.

PROJECT FINANCE

The successful candidate will be responsible for the generation, structuring and execution of high profile finance transactions in the Gulf region. The role includes the detailed evaluation of all project documentation, the development of financing plans and negotiations with providers of finance.

CORPORATE FINANCE

A senior role responsible for the generation and execution of corporate finance mandates involving the provision of strategic financial advice relating to acquisitions, restructurings, recapitalisations, divestitures, M&A and joint ventures. A major focus is to seek cross-border acquisition opportunities for regional clients.

CAPITAL MARKETS

The successful candidate will be responsible for the generation and execution of new issue mandates. This will involve advising clients on raising capital through the public and private placement markets. The role also involves participating as a manager/underwriter of international issues for regional distribution.

Ideally educated to MBA or ACA/CPA level, the successful applicants will possess 3-5 years' relevant experience within a major commercial or merchant bank and have developed strong analytical, technical and negotiation skills with an entrepreneurial and creative outlook. The ability to produce concise structured business strategies together with an accomplished PC modelling capability is essential, whilst a commitment to extensive travel is required.

The remuneration and benefit package will reflect the importance placed upon these key appointments and will be commensurate with experience and capabilities. If you are ready to accept the challenge of this exciting opportunity, please send your Curriculum Vitae, in confidence to Philip Wright or Walter Brown or telephone for an initial discussion.

Devonshire executive

International human resources services
7 Middle Lane, London EC3V 9PT
Tel 0171-626 2159 Fax 0171-626 2000



THE HUMAN RESOURCE GROUP

PROJECT FINANCE

London

Attractive Package

Charterhouse is a highly regarded and profitable Pan-European Merchant Bank with an enviable reputation for stability, strength and quality of service. A unique opportunity now exists for an individual who can combine technical expertise in project finance with strong inter-cultural skills and country-specific knowledge of both Eastern and Western Europe.

This role will require the development of detailed cash-flow models for both private sector bids and government advisory mandates, all relating to high profile transport infrastructure projects in European Union countries. This is a challenging role for a high calibre individual who should:

- Be educated to degree level.
- Have two or more years' experience gained within the transport infrastructure section of a leading project finance bank.
- Be fluent in English, German, Russian and either French or Italian.
- Be computer literate with the ability to develop and maintain sophisticated software applications.

The successful candidate will be confident, able to work well under pressure and to tight deadlines. There will also be a significant amount of travel involved. A generous remuneration and benefit package will be awarded.

Interested candidates should contact Elizabeth Baylis on 0171-348 4000. Alternatively, fax a full curriculum vitae to 0171-334 3501.

IBCA EUROPE'S LEADING RATING AGENCY

IBCA requires experienced corporate analysts in its London corporate ratings department. As part of a team they will be responsible for IBCA's research and rating work for a portfolio of leading UK corporations. Whilst primarily UK focused, clear opportunities for analytical work on Continental European and emerging market corporations also exist. Applicants should have at least 3 years relevant corporate analytical experience - this is likely to have been gained in banking or stockbroking.

IBCA is the leading European rating agency covering 100 European corporations, 400 banks and 40 sovereigns worldwide. The position involves contact with senior officers of corporations, preparation of high quality credit reports and advising clients on the credit status of rated entities. IBCA offers candidates the ability to become acknowledged experts in the field of rating assessment. The successful applicant will be able to communicate well in both orally and in writing and will be capable of confidently representing the firm in a professional manner at meetings with senior management of rated entities. A remuneration package commensurate with the position will be offered and the company offers a generous range of benefits.

Applications in confidence with full CV please to:

The Director, Corporate Ratings, IBCA Limited
Eldon House, 2 Eldon Street, London EC2M 7LS

Project Finance

Major International Bank

£ Excellent + Banking Benefits

Excellent cash flow modelling and credit analysis skills, together with well-developed relationship management skills will be essential. You will be prepared to travel internationally, as and when necessary.

This position offers an opportunity to join this organisation at an important and exciting time of change and to work with some of the best professionals on a range of interesting projects.

In return the candidate selected will be offered a highly competitive salary, a discretionary performance bonus and a generous benefits package.

In the first instance, please apply in confidence and in writing, with full CV including details of current salary, to Brian Withers, at Withers Wood Bridgdale Limited, Kent House, Market Place, London W1N 7AJ. Quote ref. FT/307.

WWB
WITHERS WOOD BRIDGDALE
RECRUITMENT ADVERTISING

GLOBAL MARKETS



RECRUITMENT LTD

Treasury Manager

Our client is a global financial services company operating in more than 55 countries primarily as an investment bank. The firm emphasises the highest quality not only in its products and services but also in its staff.

They are seeking to recruit a highly proactive individual to work in their expanding treasury department. Working as part of a team of three situated at the heart of the trading floor this individual will interact with all business areas advising, problem solving, educating and consulting.

The role:

- Capital Management/Raising - to include managing the Banks regulatory and world-wide capital.
- Liquidity Management - strategic management of the Banks global and local liquidity.
- Adhoc Projects - to include: deal by deal advice on booking aspects of transactions; balance sheets; regulatory reporting; liquidity funding; currency and interest rate hedging; policy development.

As well as being able to exhibit the ability to operate in this environment the successful individual should have:

- A professional qualification with three to five years experience gained within a Treasury/Banking environment.
- Excellent interpersonal skills with the ability to communicate effectively in written and oral form with business areas as well as external bodies.
- Extensive PC skills to include experience of the MIS systems.

In the first instance please contact Beverley Nicoll at Global Markets Recruitment Limited, 14 Mansions Avenue, London EC2V 5BT. Tel: 0171-776-4700 Fax: 0171-609 4717 Email address: beverley@gnrc.co.uk

UK Drinks Sector Analyst

Leading Investment Bank

Excellent Package + Bonus

Opportunity for a drinks sector analyst to join a major stockbroker, part of a leading UK investment banking group.

THE COMPANY

- Highly effective, prestigious broker, active in equity research and sales.
- Good corporate client list. High profile in corporate finance and new issues.
- Strong commitment to research. Reputation for quality and depth of sectoral cover.
- Key UK drinks sector analyst in the well-regarded existing team.
- Regular top-level company contact. Produce written investment research ideas for external and internal use. Market product to institutional investors.

Please send full cv, stating salary, ref FS607A1, to NBS, 10 Arthur Street, London EC4R 9AY



NBS SELECTION LTD
a NBS Resources plc company



City

City 0171 423 1520 • London 0171 493 6392
Aberdeen • Birmingham • Bristol • City
Edinburgh • Glasgow • Leeds • London
Manchester • Slough • Madrid • Paris

Senior Equity Analysts

Opportunities in Southeast Asia

PRODUCT CONTROLLER - DERIVATIVES

Our client, a leading global investment bank, is currently seeking a high calibre banking operations professional to support its Derivatives Trading Team.

As the role involves product valuation, it's essential that you have an in-depth knowledge of interest rate derivatives - options and bond options products in particular - together with an understanding of market and credit risk and associated accounting issues.

This is a challenge which will suit a qualified accountant with three years' relevant experience coupled with either trading or simulated trading experience. Skills in systems implementation will be needed - along with a strong personality to work in close partnership with the front office team.

A second European language would be advantageous due to the possibility of long term postings abroad.

If you meet these exacting criteria an attractive salary and benefits package is on offer.

To apply, please send full career details quoting ref: 463, to Alastair Lyon, Confidential Reply Handling Service, Associates in Advertising, 5 St John's Lane, London EC1M 4BH.

Applications will only be forwarded to this client. However, please clearly indicate any organisation to which your details should not be sent.

Associates in Advertising

APPOINTMENTS ADVERTISING

systems in the UK edition every Wednesday & Thursday and in the International edition every Friday.

For further information please call:

Tony Fincher-Crofts on +44 0171 872 3485

Andrew Shrimpton on +44 0171 872 4054

BANCO DE ESPAÑA

TRANSLATOR

The Spanish central bank is seeking to fill a vacancy for an English translator. Applicants' mother tongue should be English. Duties will principally include the translation of economic and financial texts from Spanish into English, the editing of texts in English and the occasional translation of texts into Spanish.

Candidates should meet the following requirements:

- A university degree, ideally in Economics (or a related subject). A postgraduate diploma in translation would be an advantage.
- Several years' professional translation experience in the economic or financial field in international organisations.
- A perfect command of English and Spanish. Knowledge of other European languages would be favourably viewed.
- PC skills.

Candidates should submit their applications by September 6th 1996. Details of the selection process and application forms may be obtained from:

Centro de Formación del Banco de España
Apartado de Correos nº 15
E-28080 Madrid - SPAIN
Telephone: (341) 338 68 31/32 - Fax: (341) 338 68 82

High profile and highly profitable team looking to relocate to central bank. Excellent track record in retail value/money market trading and risk management. Good retail base.

Write to Box A5896, Financial Times,
One Southwark Bridge, London SE1 9HIL

EMERGING MARKETS



SEARCH & SELECTION

Locations: Mediterranean & Hong Kong. Our client, a leading international company providing specialised analytical and rating services focusing on Emerging Markets' financial institutions, seeks to appoint

BANK RATING ANALYSTS

The company has built a track record and is a leader in analysing and rating banks located in a wide range of Emerging Markets countries. In order to develop its pre-eminent position further, the company wishes to appoint experienced bank analysts to be based in their Head Office and in the Hong Kong Branch Office. The analysts will be responsible for a portfolio of financial institutions and will prepare written reports and rating recommendations based on qualitative and quantitative analysis.

The successful candidates will demonstrate:

- a solid credit background gained within a leading financial institution or a large international rating agency;
- first rate analytical skills plus an ability to distil high volumes of data derived from reports and bank visits, being able to present rating conclusions in a clear and concise manner, both in writing and verbally, to the rating committee;
- the personality to work both independently and in a small, dynamic, team-driven environment.

There will be regular contact with banks and some travel will be expected. A fluency in one or more foreign languages would be advantageous but is not a pre-requisite. Candidates would ideally have experience of Emerging Markets (the Middle East or South East Asia).

In the first instance, please send your CV (stating your present salary level) in complete confidence to Willem Dudok de Wit at Emerging Markets Search & Selection, 12 Mansions Avenue, London EC2V 5BT, U.K. Telephone: +44 171 609 4744 Fax: +44 171 609 4717 or Email address: willem@emss.co.uk

Westpac Banking Corporation

Relationship Banking

City

Packages to attract the best

Westpac Banking Corporation was one of the first foreign banks to open in London, in 1853. Highly successful, it has global assets in excess of \$115 billion and made profits last year of \$A947 million after tax. Ambitious plans for expansion have given rise to two superb opportunities for exceptional individuals to join dynamic, successful teams.

Corporates

THE POSITION

FS60701

- Provide highest standards of service across broad product range.
- Proactively manage and develop portfolio of major European multinationals.
- Report directly to Business Head. High-calibre team. Long-term career opportunity within the Group.

QUALIFICATIONS

- Bright professional with four to five years' experience, ideally covering UK and Europe. Strong credit training.
- Proven track record in successful development and marketing of client relationships. Broad product knowledge, especially financial markets. Tax-based lending an advantage.
- Excellent communication skills. Resilient and tenacious. Highly credible, team player.

Please send full cv, stating salary, quoting relevant reference, to NBS, 10 Arthur Street, London EC4R 9AY

NBS SELECTION LTD

a NBS Resources plc company



FS60702

- Successfully market extensive product portfolio.
- Initiate and build strong relationships with UK and European-based Fund Managers.
- Direct report to Business Head. Work closely with dynamic, developing Financial Institutions team.

QUALIFICATIONS

- Strong intellect. Minimum two years' experience of relationship management gained in quality environment.
- Exposure to UK and European Fund Management client base advantageous. Knowledge of financial market products vital.
- Ambitious team player with drive and determination. Presence and maturity.

City 0171 423 1520 • London 0171 493 6392

Aberdeen • Birmingham • Bristol • City
Edinburgh • Glasgow • Leeds • London
Manchester • Slough • Madrid • Paris

SPECIALIST BANKS ANALYSTS

London/Hong Kong

Highly Competitive Salaries/Bonus

On behalf of two major investment banks we are seeking four analysts who can demonstrate that they are experienced in the analysis of EMEA based banks. Ideal candidates will be graduates and currently working in a rating agency, or an investment bank with a range of skills that must include the rating or analysis of banks and possibly other financial institutions. Ideally you will have between two to five years experience of rating banks and/or securities houses, fund management companies etc. throughout Europe, Middle East and Africa.

Successful applicants will undertake credit research, counterparty risk assessment, ratings advisory and a range of other duties connected with treasury and capital markets activities. Of the four positions, three are based in London and one in Hong Kong. The latter requires ideally a senior analyst with experience of financial institutions in and around the Pacific basin. The more junior position will be appropriate for a bright graduate with up to two years analytical experience, preferably of financial institutions, however, for this role potential is more important than experience.

Please forward cv together with details of current package and if possible an example of recent analysis of a bank that you have personally prepared to Ken Bradley, Director. No phone calls please.

Jonathan Wren & Co. Limited
Financial Recruitment Consultants
No 1 New Street, London EC2M 4TP

JONATHAN WREN
& CO. LTD

Telephone: 0171-623-1266
Facsimile: 0171-626-5257
CompuServe: 100446.1551

b a n k i n g

GLOBAL CUSTODY OPERATIONS

Assistant Controller

US\$40,000 - US\$50,000

United Arab Emirates

Our Client is one of the most prominent financial institutions in the Middle East. As part of its continuing expansion, the company is seeking to appoint an Asst. Financial Controller to work within its finance division to assume responsibility for its global custody operations.

Probably aged in their early-thirties to early-forties, preferred candidates will be graduates with at least three years' experience in International banks or trust companies engaged in custody related operations. Candidates will be expected to work closely with other sections and departments of the company.

Candidates should possess excellent interpersonal, communications and presentation skills, be PC literate, strongly numerate and fluent in English. Associate membership to the Institute of Bankers or an equivalent professional qualifications will be a prerequisite.

Excellent Expatriate Package

- review and selection of custodians
- negotiation of custody agreements
- maintenance of documentation under Secure conditions
- efficient data capture
- reconciliation of custodian data against the accounting records
- checking & approval of custody fees
- optimal use of added value custody service
- ongoing monitoring of custody costs.

The company offers an attractive expatriate compensation and benefits package including free housing, car and furniture allowances.

* Please reply by letter or fax with a current CV and salary details to: Box A5895 The Financial Times, Number One Southwark Bridge, London SE1 9HL

July 5 1996

COMPANIES AND FINANCE: EUROPE

Stena says Dover-Calais market up 14% in 1996

By Hugh Carnegy
in Stockholm

Stena Line, the Swedish ferry operator, said the market for passenger cars on the hotly contested Dover-Calais route grew 14 per cent in the first half of the year - but expressed disappointment over its own volume increases.

Stena, one of several ferry companies battling Eurotunnel on the route, said the rate of growth in total traffic Dover-Calais had been lower this year than the 20 per cent rate of 1995 and

1994. But it said the growth rate was accelerating as the year went on - though it gave no detailed figures.

Overall market growth is vital to the Dover-Calais ferry operators as they seek to meet the competition of Eurotunnel, which has taken a market share of more than 40 per cent on the route since it opened a year ago.

P&O of the UK is the biggest ferry operator with a 30 per cent share,

mostly because of the effects of Eurotunnel competition.

This week it said it had urged the UK authorities to remove rules barring the ferry operators from collaborating on Dover-Calais and was interested in co-operating with P&O and other ferry companies to blunt Eurotunnel competition.

The Swedish group - the world's largest ferry operator - said its own market share on Dover-Calais rose during the period to about 20 per cent. But it said it had expected to see greater volume growth for its own

operations than it experienced.

Stena's figures were distorted by the ending of a "pooling" agreement it had until the end of 1995 with the French operator SNAT.

Its total number of passengers on the Dover-Calais route in the first half was 2.24m, compared with its 1.6m half-share of the SNAT pool last year. Car traffic rose from 242,500 to 377,400.

But Stena has raised its own capacity since the end of the SNAT pool from three ships to five - the same number operated by the pool. Its current market share of 20 per cent com-

pares with a total pool market share last year of 28 per cent.

For Stena's operations on 15 routes around the UK and Scandinavia, passenger numbers grew 8 per cent year-on-year to 7m. Car traffic rose 10 per cent to 1.2m, while freight numbers (including trucks, containers and railway trucks) fell 1 per cent to 485,000.

There was a fall in passenger volumes of 9 per cent on UK routes excluding Dover-Calais. Stena said it had expected greater overall volume growth.

Schmitt's Escom caught out by capricious PC market

Mr Manfred Schmitt, the founder of Escom, Germany's once high-flying personal computer manufacturer and retailer, built up his business by swapping one type of keyboard for another. Now, however, Escom has become the latest victim of the fierce European PC market.

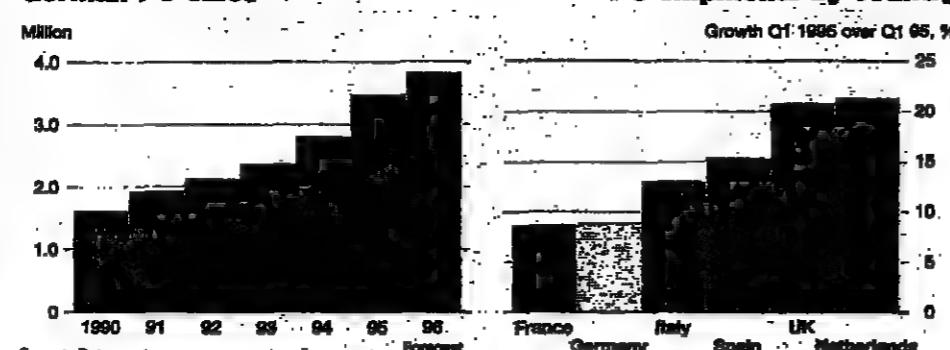
For Mr Schmitt, who came close to becoming a concert pianist at one stage, Escom's being forced this week to seek protection from its creditors must be a particularly bitter personal blow.

After developing his entrepreneurial skills in the early 1980s selling electronic keyboards, he founded Escom in 1986 to assemble and sell cut-price PCs for the home market.

Timing was crucial. The German PC market blossomed in the early 1990s, partly because of the influx of 17m technology-hungry east Germans. Escom grew rapidly, displacing Siemens Nixdorf, part of the German electronics group, to become one of Germany's two biggest PC retailers, alongside Vobis.

But by the time Escom sought protection from its creditors the German group had fallen victim to self-made problems and what Mr Steve Brazier, a senior analyst at market researchers Dataquest Europe described as "fairly extraordinary bad luck".

Dataquest figures show that in the first three months of 1996 sales of home PCs in Ger-

German PC sales

many - Escom's core market - were still booming. Turnover rose 63.8 per cent over the same period in 1994 while sales of professional PCs put on only 33.5 per cent, growth rates which seemed paltry in comparison.

Eager to maintain sales growth, Mr Schmitt looked elsewhere. Escom began selling 3-D glasses and Mr Schmitt even used undisclosed private funds to buy Hagenau Telecom, the loss-making mobile phone manufacturer. Press reports suggested Hagenau may have cost about DM80m (\$65.4m).

Escom began to expand geo-

graphically and set its sights on the UK, the second largest PC market after Germany, and one of the fastest-growing. Mr Schmitt characterises Escom's decision to acquire over 200 Rumbelows shops as "the most dramatic entry a PC mar-

ket had ever seen". But the company failed to ensure it could move its stocks fast enough - in the fast-changing PC world the opportunity to sell a new PC model may last as little as six or nine months - the time it can take to become obsolete.

In contrast, Mr Brazier points out that Escom's leading competitor, Vobis, had ensured its inventory was managed properly. Vobis, like leading US-based PC manufacturers, including Compaq, Computer and Dell, also adopted a "built-to customer" manufacturing model enabling it to keep stocks to a minimum.

"Success comes from inventory management," Mr Brazier says. PCs, he points out, have also become rather like fresh fruit: "They have a sell-by date and if you have not sold them by then they are useless."

As it happened - and Mr

Brazier admits he and other analysts were completely surprised - the German market collapsed halfway through last year, just as Escom was purchasing the 235 Rumbelows stores across the UK.

Dataquest figures show Escom's market share in terms of units sold in the fourth quarter fell from 4 per cent in the 1994 period to 3.2 per cent last year and it ranked as Europe's 10th largest PC seller, down from sixth a year earlier.

By the start of the first quarter this year PC manufacturers, including Apple Computer, Compaq and others, had begun to blame the marked slowdown in the US and Germany for a string of disappointing results. PC sales in Germany grew by just 2.9 per cent, just ahead of the meagre 2.7 per cent growth recorded in

Vobis sales advance 17%

Vobis, the computer retailer sparring with Escom for leadership of the German PC market, said sales in the second quarter had risen 17 per cent and its profits were "satisfactory," writes Michael Lindemann in Bonn.

In a statement which comes on the heels of the troubles at Escom, Vobis said its profits had been affected by a DM20m (\$13m) charge which was needed to fund the so-called "built-to customer" technology which allows Vobis clients to make up their own computer.

However, the "positive effects" of these changes would be felt once the ETC system had been introduced at Vobis outlets outside Germany. Vobis said it would have to adjust to a slower consumer market but it had been able to make up for much of this slowdown through higher sales to professional PC users.

France. By contrast, year-on-year growth topped 20 per cent in Denmark, the Netherlands and Britain.

What the industry seemed to have forgotten, Mr Brazier believes, was that while professional users are likely to change PCs almost every year, home users - Escom's clients - can only afford to buy new PCs every three or four years.

As a result Escom, like some other manufacturers, was left with unsold stock. The problem seems to have been compounded by the sharp reduction in component prices, particularly the price of dynamic random access memory, over the past six months.

DRAM prices have fallen by about 65 per cent since November last year. This enabled nimble PC vendors with high volumes to slash prices in the first quarter to try to revive flagging sales. However ven-

dors such as Escom were sitting on piles of unsold inventory and were forced to write down the value of their stocks even further.

In March, Escom announced

higher than expected full-year net losses of DM125m, which it blamed on falling PC sales, stock write-downs and price cuts.

As a result Escom, like some other manufacturers, was left with unsold stock. The problem seems to have been compounded by the sharp reduction in component prices, particularly the price of dynamic random access memory, over the past six months.

DRAM prices have fallen by about 65 per cent since November last year. This enabled nimble PC vendors with high volumes to slash prices in the first quarter to try to revive flagging sales. However ven-

dors such as Escom were sitting on piles of unsold inventory and were forced to write down the value of their stocks even further.

In March, Escom announced

higher than expected full-year net losses of DM125m, which it blamed on falling PC sales, stock write-downs and price cuts.

As a result Escom, like some other manufacturers, was left with unsold stock. The problem seems to have been compounded by the sharp reduction in component prices, particularly the price of dynamic random access memory, over the past six months.

DRAM prices have fallen by about 65 per cent since November last year. This enabled nimble PC vendors with high volumes to slash prices in the first quarter to try to revive flagging sales. However ven-

dors such as Escom were sitting on piles of unsold inventory and were forced to write down the value of their stocks even further.

In March, Escom announced

higher than expected full-year net losses of DM125m, which it blamed on falling PC sales, stock write-downs and price cuts.

As a result Escom, like some other manufacturers, was left with unsold stock. The problem seems to have been compounded by the sharp reduction in component prices, particularly the price of dynamic random access memory, over the past six months.

DRAM prices have fallen by about 65 per cent since November last year. This enabled nimble PC vendors with high volumes to slash prices in the first quarter to try to revive flagging sales. However ven-

dors such as Escom were sitting on piles of unsold inventory and were forced to write down the value of their stocks even further.

In March, Escom announced

higher than expected full-year net losses of DM125m, which it blamed on falling PC sales, stock write-downs and price cuts.

As a result Escom, like some other manufacturers, was left with unsold stock. The problem seems to have been compounded by the sharp reduction in component prices, particularly the price of dynamic random access memory, over the past six months.

DRAM prices have fallen by about 65 per cent since November last year. This enabled nimble PC vendors with high volumes to slash prices in the first quarter to try to revive flagging sales. However ven-

dors such as Escom were sitting on piles of unsold inventory and were forced to write down the value of their stocks even further.

In March, Escom announced

higher than expected full-year net losses of DM125m, which it blamed on falling PC sales, stock write-downs and price cuts.

As a result Escom, like some other manufacturers, was left with unsold stock. The problem seems to have been compounded by the sharp reduction in component prices, particularly the price of dynamic random access memory, over the past six months.

DRAM prices have fallen by about 65 per cent since November last year. This enabled nimble PC vendors with high volumes to slash prices in the first quarter to try to revive flagging sales. However ven-

dors such as Escom were sitting on piles of unsold inventory and were forced to write down the value of their stocks even further.

In March, Escom announced

higher than expected full-year net losses of DM125m, which it blamed on falling PC sales, stock write-downs and price cuts.

As a result Escom, like some other manufacturers, was left with unsold stock. The problem seems to have been compounded by the sharp reduction in component prices, particularly the price of dynamic random access memory, over the past six months.

DRAM prices have fallen by about 65 per cent since November last year. This enabled nimble PC vendors with high volumes to slash prices in the first quarter to try to revive flagging sales. However ven-

dors such as Escom were sitting on piles of unsold inventory and were forced to write down the value of their stocks even further.

In March, Escom announced

higher than expected full-year net losses of DM125m, which it blamed on falling PC sales, stock write-downs and price cuts.

As a result Escom, like some other manufacturers, was left with unsold stock. The problem seems to have been compounded by the sharp reduction in component prices, particularly the price of dynamic random access memory, over the past six months.

DRAM prices have fallen by about 65 per cent since November last year. This enabled nimble PC vendors with high volumes to slash prices in the first quarter to try to revive flagging sales. However ven-

dors such as Escom were sitting on piles of unsold inventory and were forced to write down the value of their stocks even further.

In March, Escom announced

higher than expected full-year net losses of DM125m, which it blamed on falling PC sales, stock write-downs and price cuts.

As a result Escom, like some other manufacturers, was left with unsold stock. The problem seems to have been compounded by the sharp reduction in component prices, particularly the price of dynamic random access memory, over the past six months.

DRAM prices have fallen by about 65 per cent since November last year. This enabled nimble PC vendors with high volumes to slash prices in the first quarter to try to revive flagging sales. However ven-

dors such as Escom were sitting on piles of unsold inventory and were forced to write down the value of their stocks even further.

In March, Escom announced

higher than expected full-year net losses of DM125m, which it blamed on falling PC sales, stock write-downs and price cuts.

As a result Escom, like some other manufacturers, was left with unsold stock. The problem seems to have been compounded by the sharp reduction in component prices, particularly the price of dynamic random access memory, over the past six months.

DRAM prices have fallen by about 65 per cent since November last year. This enabled nimble PC vendors with high volumes to slash prices in the first quarter to try to revive flagging sales. However ven-

dors such as Escom were sitting on piles of unsold inventory and were forced to write down the value of their stocks even further.

In March, Escom announced

higher than expected full-year net losses of DM125m, which it blamed on falling PC sales, stock write-downs and price cuts.

As a result Escom, like some other manufacturers, was left with unsold stock. The problem seems to have been compounded by the sharp reduction in component prices, particularly the price of dynamic random access memory, over the past six months.

DRAM prices have fallen by about 65 per cent since November last year. This enabled nimble PC vendors with high volumes to slash prices in the first quarter to try to revive flagging sales. However ven-

dors such as Escom were sitting on piles of unsold inventory and were forced to write down the value of their stocks even further.

In March, Escom announced

higher than expected full-year net losses of DM125m, which it blamed on falling PC sales, stock write-downs and price cuts.

As a result Escom, like some other manufacturers, was left with unsold stock. The problem seems to have been compounded by the sharp reduction in component prices, particularly the price of dynamic random access memory, over the past six months.

DRAM prices have fallen by about 65 per cent since November last year. This enabled nimble PC vendors with high volumes to slash prices in the first quarter to try to revive flagging sales. However ven-

dors such as Escom were sitting on piles of unsold inventory and were forced to write down the value of their stocks even further.

In March, Escom announced

higher than expected full-year net losses of DM125m, which it blamed on falling PC sales, stock write-downs and price cuts.

As a result Escom, like some other manufacturers, was left with unsold stock. The problem seems to have been compounded by the sharp reduction in component prices, particularly the price of dynamic random access memory, over the past six months.

DRAM prices have fallen by about 65 per cent since November last year. This enabled nimble PC vendors with high volumes to slash prices in the first quarter to try to revive flagging sales. However ven-

dors such as Escom were sitting on piles of unsold inventory and were forced to write down the value of their stocks even further.

In March, Escom announced

higher than expected full-year net losses of DM125m, which it blamed on falling PC sales, stock write-downs and price cuts.

As a result Escom, like some other manufacturers, was left with unsold stock. The problem seems to have been compounded by the sharp reduction in component prices, particularly the price of dynamic random access memory, over the past six months.

DRAM prices have fallen by about 65 per cent since November last year. This enabled nimble PC vendors with high volumes to slash prices in the first quarter to try to revive flagging sales. However ven-

dors such as Escom were sitting on piles of unsold inventory and were forced to write down the value of their stocks even further.

In March, Escom announced

COMPANIES AND FINANCE: THE AMERICAS

Wells Fargo adds health to bank 'n' shop strategy

Wells Fargo, the fastest mover in the race to shift US banking services from traditional branches to supermarkets, is to tweak its strategy – and its rivals' competitive reflexes – by inviting pharmacies to set up shop in established bank premises.

The novel approach, sketched out this week, will be tested in five prime-store branches in California. If successful in a state where fashions flare and fade almost daily, the scheme will be extended deeper into the group's territory – which was extended recently to 11 states by the \$1bn acquisition of First Interstate.

The San Francisco-based bank, ranked eighth biggest in the nation in terms of assets, has struck a deal with 1,000-store Thrifty PayLess, one of the biggest drugstore chains in the west.

Thrifty will lease up to two-thirds of the available space in larger bank branches, installing a dispensary for prescriptions and selling a limited

range of over-the-counter medicines, cosmetics and drugstore sundries.

Wells Fargo says it will be able to dispose profitably of unwanted branch floor space while maintaining its presence in familiar sites. It will also be relieved of the chore of seeking regulatory approval for closures which might be necessary otherwise.

"This alliance provides Thrifty PayLess with an opportunity to expand our business in market areas that are otherwise too difficult to enter due to the limited availability and the high cost of such premier locations," said Mr Gordon Barker, president of the retail group.

The customers, the partners claim, get what they want: convenience.

The bank's "n' shop" concept was first adopted by Wells Fargo five years ago and has been embraced with a vengeance more recently, especially since closing the First Interstate takeover.

It is now the most aggressive pro-

moter of a trend – once believed of

interest mainly to smaller financial institutions – which has engaged several big players.

The group's plan, which includes simultaneously closing most of First Interstate's Californian traditional branches and transforming them into in-store "service centres" – has reportedly been slowed by the assimilation of the acquisition.

Even so, compared with 1994, when only 5 per cent of the group's outlets were non-traditional, progress has been swift, and the bank's ambitions remain clear despite a lack of post-acquisition data.

The initial plan was to reduce the proportion of outlets represented by traditional branches to 26 per cent by the end of this year.

The rest would be in-store branches, employing about six compared with 12 in a normal branch, or "centres" with two staff apiece.

According to the group's figures,

one-time opening costs for the variants range from 20 per cent to 5 per cent of the \$1.2m required for a branch. Operating costs are lowered in proportion to the reduction in staff numbers.

Despite the post-merger glitches, the drive has barely slackened in the marketplace. In May a deal was signed with Arizona's Bashas supermarket chain to open 70 in-store branches.

Together with an existing deal linking First Interstate and Smith's stores, it will make Wells Fargo a segment leader in the state.

According to the basic rules of supermarket banking developed by the pioneering National Commerce Bancorp of Tennessee – which is run by a former grocery executive – the concept works only in large stores with heavy traffic.

While this may limit the scope for banking's invasion of the aisles, National Commerce, which has devel-

oped a profitable consultancy sideline for banks wanting to join the race, reckons 15 per cent of all US bank branches – double the current share – will be found in non-traditional sites within three years.

With just 15 fully-staffed traditional

branches and 65 two-person service centres planted among the meat and potatoes, National Commerce is an exemplary adviser. Its staff, too, set an example which traditional counter and office workers may find difficult to adopt.

With new-business quotas to meet each month, they are encouraged to mix with shoppers and persuade new customers to sign up.

Whether this will work in Wells Fargo's health-and-wellness layout will presumably depend on the staff's ability to determine whether pharmacy visitors are well enough to withstand the hard-sell.

Christopher Parkes

Metal investors' greed turns to fear

Indochina Goldfields' initial public offering appeared to be a sure winner in mid-June as promoters of the Singapore-based metals exploration company wrapped up their international roadshow.

The \$827m (US\$195m) issue was four times oversubscribed, thanks partly to Indochina's ties with Mr Robert Friedland, the hippie-turned-dealmaking who controls about 30 per cent of the shares. Mr Friedland has become something of a legend in mining circles since another of his companies, Diamond Fields Resources, discovered one of the world's biggest nickel deposits at Voisey's Bay, Labrador, in late 1994.

But even Mr Friedland's allure has not stopped a rush for the exits since Indochina began trading on the Toronto stock exchange last week. The shares were trading yesterday at C\$11.30, or a 25 per cent discount on their issue price.

The reversal in Indochina's fortunes is one sign of a dramatic change of mood in the boom-and-bust market for junior North American mining stocks. After a spectacular advance in 1995 and the first four months of this year, prices are now on the skids.

As Mr Victor Flores, who manages two gold funds at US Global Investors in San Antonio, Texas, puts it, greed

has given way to fear. One Toronto investment adviser adds that "clients had come to expect that if a stock doesn't go from here to eternity overnight, there's something wrong".

Indochina's slide is modest compared with some other high fliers. Aragua Resources, which is looking for gold in Peru, is now trading at about half its peak of C\$24.75. Cumberland Resources, which was pinning its hopes on a property in Canada's Northwest Territories, has lost more than two-thirds of its value.

Even these falls pale against Calgary-based Cartaway Resources, which is blamed for triggering the change in sentiment. Speculation that Cartaway was on the verge of a huge discovery close to Voisey's Bay pushed its shares to C\$32 in early May, equal to a market capitalisation of C\$600m. When drill results failed to confirm these hopes, the shares tumbled. They now languish at C\$1.15.

The spotlight has also fallen on securities firms, based mostly in Toronto and Vancouver, that have allowed employees to become sizeable investors in junior mining companies even as they were aggressively selling the shares to outsiders.

First Marathon Securities, one of the most active promot-

ers, has set up a committee of independent directors to probe staff involvement in the junior mining market. First Marathon employees at one time owned 46 per cent of Cartaway's shares. Questions have also been raised about the timing and disclosure of their transaction.

Meanwhile, Canada's mutual funds association this week reiterated a warning that fund managers are barred from trading based on knowledge of what their funds are buying and selling.

The surge of interest in the exploration sector has its origins in the Voisey's Bay discovery, followed a year later by evidence of a huge gold deposit on a property in Indonesia controlled by Bre-X Resources of Calgary.

Investors in Diamond Fields and Bre-X made a killing. Bre-X soared from less than C\$2 in early 1995 to last month's peak of C\$28.65 (after a 10-for-1 share split), giving it a higher market value than Inco, the western world's biggest nickel producer.

Speculative fever was fuelled by hopes of further discoveries especially in parts of Latin America, Asia and Africa that have opened up to international mining companies.

According to a survey by

Toronto's Financial Post, more than 40 companies listed on the Vancouver stock exchange claim to have interests in Africa. Indochina's most promising properties are in Myanmar (Burma) and Indonesia.

The market received another thrust earlier this year when the gold price breached US\$400 an ounce. As money poured into gold and other resource funds, some fund managers became less selective in their choice of investments.

Virtually all the signals have now turned bearish. The Cartaway debacle coincided with a reversal in the gold price, followed by the copper slump caused by Sumitomo's troubles.

Revelations about the bull market's excesses have made many investors nervous. Calgary's Timbuktu Resources admitted last month that samples from a gold property in Mali, which initially appeared to contain fabulous grades, were tampered with.

Investors have also woken up to the rarity of deposits on the scale of Voisey's Bay. The rest of the pack "aren't coming up with many good discoveries," says Mr Tony Hayes, analyst at Creditfinane Securities in Toronto.

Barring another big strike, the market is not expected to rebound soon. Despite the recent correction, share prices

are generally still well above levels at the beginning of 1995. Selling may also increase in coming weeks as securities regulators clear prospectuses that were required for all financings based on warrants. Investors are barred from disposing of the warrants until the prospectus has been approved.

Pressure for tighter rules on promotion of junior mining stocks could grow as the full extent of recent excesses emerges.

However, regulators face the challenge of balancing such demands against the reality that mining exploration is by nature a risky, speculative business. "There are a lot of hard feelings, but many people have no one to blame but themselves," Mr Flores says.

In announcing its internal probe last week, First Mar-

athon noted that its employees have often invested in junior mining companies at an early, high-risk stage that has been critical to their later growth.

The setbacks have not discouraged FMC Corp, the Chicago-based conglomerate, from going ahead with the sale of the bulk of its 80 per cent stake in its gold mining and exploration subsidiary, which has properties in the US and Chile.

Officials of the company, which will soon be renamed Meridian Gold, are in Europe this week to promote the C\$875m secondary share offering. An official at Nesbitt Burns, co-manager of the underwriting group, said "we have a long-term bullish outlook on the sector".

Bernard Simon



Robert Friedland: hippie-turned-dealmaking mining legend

FLEMING FLAGSHIP FUND

Société d'Investissement à Capital Variable
Europen Bank & Business Centre, 6, route de Thiviet
L-2333 Senningen, Grand-Duché de Luxembourg
R.C. Luxembourg No. B 8478

Notice to Shareholders

Notice is hereby given that the following dividend will be paid:

Fund: FTF-Fleming Sterling Bond Fund
Currency: GBP
Amount/share: 0.040
Payment date: 11 July 1996

The shares will be quoted ex-dividend as from 1 July 1996.

Paying Agent in Luxembourg:
Kreditbank S.A., Luxembourg (KBL),
43 Boulevard Royal, L-1852 Luxembourg

Paying Agent in Germany:
Berliner Handels- und Entwicklungsbank,
Rockenheimer Landstraße 10, D-6032 Frankfurt/Main

Paying Agent in Belgium:
Banque Dewey n.s.
Boulevard Anspach 1 - bte 55, B-1000 Brussels

Paying Agent in Italy:
Banca Commerciale Italiana SpA,
Corso di Porta Nuova 7, I-20121 Milano

Paying Agent in Austria:
Creditanstalt-Bankverein Aktiengesellschaft,
Schönbrunnerstrasse 6, A-1010 Wien

Paying Agent in Switzerland:
Roberts Fleming (SWITZERLAND) AG,
Nächthalbachstrasse 22, CH-8057 Zürich

Paying Agent in Spain:
Banca Exterior de España Argentaria,
Carrera de San Jerónimo, E-28014 Madrid

July 1996, THE BOARD OF DIRECTORS

FLEMINGS

This announcement appears as a matter of record only.

Spectral
DIAGNOSTICS INC.

Private placement of
500,000 shares

with

AN INSTITUTIONAL INVESTOR

The undersigned acted as advisers to the sellers

GRANADA FINANCE

May 1996

This announcement appears as a matter of record only.

Wolters Kluwer

U.S. \$2,200,000,000

Reducing Multicurrency Revolving Credit Facility

Arranger & Agent:
ABN AMRO Bank N.V.

Swingline Agent:
ABN AMRO Bank N.V.

Senior Lead Managers and Underwriters:
Deutsche Bank de Bari N.V.

Rabobank Nederland

Lead Managers:
Bayerische Landesbank International S.A.

Citibank, N.A.

Credit Lyonnais
Amsterdam Branch
Generale Bank Nederland N.V.

The Toronto-Dominion Bank

Advisors:
Banca Commerciale Italiana S.p.A.

CIBC Wood Gundy Ireland Ltd.

The First National Bank of Chicago

Kredietbank (Nederland) N.V.

NationsBank

Scotiabank (Ireland) Limited

Participates:
The Sumitomo Bank, Limited

Daishi Kangyo Bank Nederland N.V.

The Fuji Bank, Limited

Mellon Bank, N.A.

Norddeutsche Landesbank Luxembourg S.A.

WestLB Group

May 1996

ABN-AMRO Bank

FT Conference 30 & 31 October 1996

Speakers will include:

Sir Andrew Large
Chairman
The Securities and Investments Board

Mr Iain Lumden
Group Finance Director
The Standard Life Assurance Company

Mr Stephen E White
Chairman & Chief Executive Officer
MetLife International Holdings, Inc

Professor Steve Jones
Professor of Genetics
University College London

Mr Manfred Lautenschlager
Chief Executive
MLP AG

Mr Jacques Tulipe
International Manager
PREDICA

Mr John Denham MP
Shadow Minister for Pensions

Mr Stefano Grassi
Pension Funds Business Manager
Prime Group

Mr Jack MacNamara
Chief Underwriter
Lincoln National

Mr Paul Smee
Head of Life Insurance
Association of British Insurers

Ms Pat Rawlings
Principal
Tillinghast - Towers Perrin

Mr Peter Mills
Associate Director
The Henley Centre

Conference supported by: **GEMINI**

The Financial Times will be publishing a survey on the European Life Insurance Industry to coincide with the conference, to advertise please contact Dominic Good on +44 171 873 4028.

Who should attend?

- Senior executives from life insurance companies throughout Europe
- Senior executives from banks and other financial organisations involved in this market
- Actuaries
- Reinsurers
- Investors and fund managers
- Industry analysts
- Consultants and brokers

Registration Form

<p

COMPANIES AND FINANCE: ASIA-PACIFIC/INTERNATIONAL

Philippine Airlines ready for new take-off

The carrier, freed from state and recapitalisation shackles, can start to modernise, writes Edward Luce

Philippine Airlines (PAL) is not one of south-east Asia's more dynamic national flag carriers. The partially privatised airline has lurched from bad to worse over the past three years, clocking up public relations disasters with more regularity than it has met most of its international schedules.

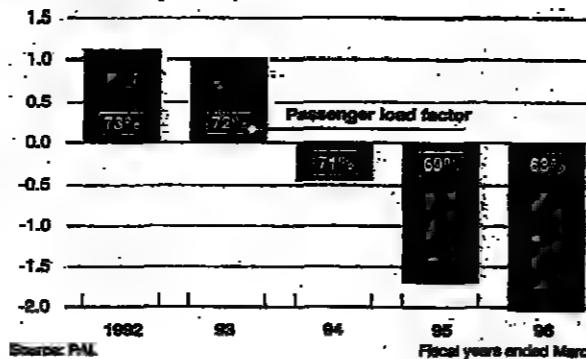
Known by its detractors as Plane Always Late, PAL has posted three consecutive years of heavy losses, topping 2bn pesos (\$76m) for the year ending March 31. Since February 1995, PAL's woes have been compounded by a heated share dispute between its chairman, Mr Lucio Tan, and minority government shareholders, rendering the airline practically unmanageable.

The airline's top executives, however, believe that PAL is about to turn the corner. Last month, the Philippines' supreme court threw out a petition from minority shareholders which sought to prevent Mr Tan, a prominent Chinese-Filipino businessman, from taking majority control of the airline.

The ruling, which is expected to be followed by a lifting of the Philippine Securities and Exchange Commission's

Philippine Airlines

Net income/loss (pesos bn)

Source: PAL
Fiscal years ended March 31

restraining order on the recapitalisation of PAL, will enable Mr Tan to take his direct stake in the flag carrier to 57 per cent. Once he has full control - by the end of September at the latest, according to senior executives - Mr Tan will embark on a \$32m modernisation of PAL's ageing fleet.

"Once Mr Tan takes charge, most of PAL's problems can be solved," said Mr Matthew Switzerland, chief researcher at Asia Equity Securities in Manila. "PAL has been plagued by inconsistent management and lack of clarity over control. It needs to speak with one voice."

Senior executives say stockholders will approve a doubling of PAL's capitalisation to 10bn pesos before the end of the year. Under an agreement between Mr Tan and formerly hostile government shareholders, Mr Tan can take 100 per cent of the new capital subscription - with the proviso that the government could compel Mr Tan to buy their shares in five years if PAL continues to make losses.

"After the restraining order is lifted, we will be able to turn this airline around," said Mr Jaime Bautista, chief financial officer at PAL. "We will be able to raise capital abroad, ration-

alis the workforce and give the airline a new image. We think we will restore PAL to profitability by 1997."

Much, however, remains to be done before PAL can reach cruising height again. With a workforce of more than 14,000 and a strong union presence, PAL is overmanned and constantly plagued by labour disputes - including a protracted pilots' strike last year. Mr Bautista estimates that personnel will have to be cut by between 20 and 50 per cent.

The airline will also have to re-route much of its international flight schedule, including its loss-making European service to London and Paris which stops at Bangkok, Abu Dhabi and Frankfurt. Mr Bautista says this is a problem of equipment. PAL's ageing 747-200s do not have the range to

fly non-stop. The average age of the fleet is 13 years.

Under the \$12m refleeting plan, PAL will purchase 30 new jets, including 24 Airbus aircraft - mainly A320s and A340s - and six Boeing 747-400s. This will reduce the average age from 13 to three by 1998 and allow the airline to provide more consistent services. The spending spree will be accompanied by a full computerisation of maintenance services under the guidance of IBM and a new cost control system which has been contracted out to a subsidiary of British Airways.

Most of the funding for the new jets will be raised internationally with overseas credit departments - including the Export Import Bank in Washington and Export Credit Guarantees Department in London -

guaranteeing 85 per cent of the loans. Mr Bautista says that the airline will have no problem raising the remaining 15 per cent. Indeed, this week Mr Tan forwarded \$152m for jet pre-payments to be converted into direct equity once the recapitalisation is approved.

On the domestic front, where poor performance made up about 30 per cent of PAL's total losses last year, reform is expected to be more troublesome. In exchange for various tax incentives, the government requires PAL to fly to 38 provincial destinations. Despite opening the domestic sector to local competition last year, the government continues to set ceilings on local fares.

"I can count the number of domestic routes which make a profit on one hand," says Mr Bautista. "We are lobbying the government to change the regulations but without much optimism."

Part of the problem is that PAL's three new competitors - Cebu Air, Grand Air and Air Philippines - can cherry-pick the most profitable routes without the attendant obligations. Grand Air has also been given permission to fly to Hong Kong, one of PAL's most profitable routes.

"We are confident that with our experience we can beat off our new rivals," said Mr Bautista. "We would appreciate a little more understanding from the government, though."

Carter Holt acquires Forwood for A\$130m

By Nicki Tait
in Sydney

Carter Holt Harvey, the New Zealand based forestry and building products group, is to buy Forwood Products, the timber-processing business owned by the South Australian state government, for A\$130m (US\$101m).

Forwood was formed three years ago when the timber processing operations of the former Woods and Forest Department of South Australia and the South Australian Timber Corporation were merged.

It takes in timber milling and processing at four different sites in the south-east of the state, and produces both sawn and engineered timber products as well as furniture, timber and components. The business is based in Mt Gambier and employs about 900 people.

The sale comes as part of a larger asset sales programme being undertaken by the state government.

The timber mills were put up for competitive auction and yesterday the government said that the Carter bid had been "the preferred bid in terms of price and in terms of the economic benefits to the state".

For Auckland based Carter, one of the two big forestry companies in New Zealand, it represents the second recent purchase of Australian assets: the New Zealand group acquired Bowater's Australian timber operations for about A\$350m, in late-1994.

• Southcorp, the Adelaide-based conglomerate, yesterday won its takeover bid for Coldstream Australasia, the smallest of Australia's listed winemakers.

In a statement to the stock exchange, Southcorp - whose wine division makes labels such as Penfolds and Lindemans - and the largest single producer in sales terms in Australia - said its stake in Coldstream had reached 52.1 per cent.

NEWS DIGEST

China Resources adds to Lippo link

China Resources, the mainland-owned conglomerate listed on the Hong Kong Stock Exchange, has paid HK\$314m (US\$27.6m) for a 5 per cent stake in PT Lippo Land Development, one of Indonesia's leading listed urban developers, and is considering extending its holding.

China Resources, which holds 5.2 per cent of Lippo Land's key subsidiary, the Jakarta listed PT Lippo Karawaci, has been building strategic ties with the Indonesian Lippo Group over a number of years in Hong Kong, China and Indonesia.

Under the deal, China Resources is buying 12.4m shares of PT Lippo Land Development from the controlling Indonesian Ria family at Rp5,150 per share, representing a 4.2 per cent discount to the previous day's closing price.

Ms Zhu Youlan, president of China Resources, said the purchase allowed the group to tap Indonesia's growing economy through Lippo Land's successful urban development projects while securing a good deal. She added: "Its shares are unjustifiably sold at over 50 per cent discount to net asset value." Mr Stephen Ria, deputy chairman of the Lippo Group, said the strategic investment made by China Resources would increase Lippo Land's competitiveness and strengthen its position as Indonesia's premier urban developer.

China Resources is an arm of China's Ministry of Foreign Trade and Economic Co-operation and one of the fastest growing China companies in Hong Kong. Last month, it unveiled plans to spin off its Beijing property business on the Hong Kong stock exchange, a move which analysts reckon could raise more than HK\$3bn.

Louise Lucas, Hong Kong

Boost for Malaysian shipper

Konsortium Perkapalan, Malaysia's second largest shipping company, is set to buy the Asia-Pacific operator of Pacific Basin Bulk Shipping for about \$240m - \$16.22 a share - in an attempt to boost the Malaysian company's presence in the region. Pacific is listed in the US but based in Bermuda. Its 28 vessels of between 20,000 and 35,000 dwt will increase the Malaysian company's capacity in transpacific cargo routes.

Konsortium will also assume \$234m of Pacific's debts. Earlier this year, the Malaysian company acquired 20 per cent in a local shipper, Diperdaya Corp.

Malaysia's government, set on reducing its deficit in services payments, is expanding its ports and encouraging its shipping companies to handle more of the country's exports. Konsortium is led by Mr Mirza Mahathir, the eldest son of Dr Mahathir Mohamad, the prime minister.

Port officials say that traffic through the country's main ports, especially Port Klang, near the capital Kuala Lumpur, has begun growing by year-on-year increases of up to 400 per cent a month this year.

James Keng, Kuala Lumpur

Mainye meets on Optus stake

Mainye Nickles, the Australian transport, security and healthcare group, said it expected, at a board meeting next Tuesday, to discuss - and possibly decide - the fate of its 24.8 per cent stake, worth A\$1bn (US\$780m), in Optus Communications, the telecommunications carrier.

The stake has been put up for sale, and the closing date for expressions of interest was last Sunday. Four interested buyers are rumoured to include BT, Telecom New Zealand, and Australia's Seven Network. However, overseas buyers are thought unlikely to succeed because of foreign investment restrictions on Optus. Mainye has said that, if no suitable trade buyer emerges, it will sell the stake in conjunction with Optus' stockmarket float later this year.

Nikki Tait, Sydney

Gencor sells its stake in Malbak for R1bn

By Mark Aspinwall
in Johannesburg

Gencor, the South African metals and mining group, has sold its largest non-mining investment, a 15.8 per cent stake in the consumer group Malbak, for more than R1bn (US\$21m).

The stake has been acquired by a consortium led by Sankorp, the industrial holding company of insurance conglomerate Sanlam, which itself unbundled Gencor in November 1994.

The disposal will increase Sankorp's stake in Malbak, a diversified food, pharma-

ceuticals, packaging and retail group with interests in most non-mining sectors of the South African economy, to 39.4 per cent.

The deal, at yesterday's ruling price of R20.50 a share, represents a discount of almost 25 per cent to Malbak's net asset value. But analysts said Gencor had done well to place its entire remaining stake in a single transaction, after many months of thin trade and a weak stock price.

"They had the choice of getting rid of Malbak now or waiting until it is unbundled at the end of the year. They've been trying for at least six

months and there are not many buyers for R1bn of Malbak," said one.

Analysts were divided over the probable gains for current shareholders when Malbak is spun off. With the exception of Sankorp, the members of the consortium were not identified, but were likely to be seeking bigger stakes in selected Malbak businesses after its unbundling, analysts said.

The disposal is the largest liquidation of listed investments retained by Gencor since the group unbundled its non-core industrial businesses in November 1993. The turning

point in its transformation from a diversified metals and mining business.

Gencor would not disclose its plans for the cash, saying only that its share portfolio was "part of its liquid cash resources [which] have been gradually reduced to finance projects as market conditions have allowed".

Analysts said the money was more likely to offset debt from existing projects than to be channelled into new ones. Gencor has launched pre-feasibility studies into projects worth about R5.5bn, including a R4bn aluminium smelter at the Mozambican harbour port of Maputo and a zinc smelter in the Eastern Cape.

However, Gencor will seek foreign investment to fund the aluminium project - if it is approved.

Its stake in Malbak has fallen from 20 per cent a year ago. The consumer group has been beset by management conflicts over its unbundling. In May, Malbak ousted Mr Grant Thomas, its chairman and chief executive, amid persistent allegations that he had dealt irregularly in Malbak shares.

STATE OF RIO GRANDE DO SUL DIRECTOR COUNCIL STATE'S REFORM PROGRAM

REQUEST FOR PRE-QUALIFICATION PROPOSAL COD - 02/96

PRE-QUALIFICATION OF INVESTORS INTERESTED IN PARTICIPATING THE INTERNATIONAL BIDDING CONTEST OF UP TO 35% OF THE ORDINARY SHARES OF COMPANHIA RIOGRANDENSE DE TELECOMUNICAÇÕES - CRT

THE GOVERNMENT OF THE STATE OF RIO GRANDE DO SUL, through the Director Council, of the State's Reform Program, properly authorized by Laws 10.607 of December 28th, 1995, and 10.682 of January 2, 1996, makes public to interested investors that it will receive, on August 16, 1996, at 11:00 AM, in a public ceremony to be held at the Secretary of Energy, Mines and Communications, located at Av. Borges de Medeiros 1501, 7th floor, Porto Alegre, RS, Brazil (55-51-228-2708), the pre-qualification proposals for the sale of up to 35% of the ordinary shares of Companhia Riograndense de Telecommunications - CRT

The Request for Proposal and its annexes will be furnished at the above mentioned address at a cost of R\$ 20.000,00.

Porto Alegre, July 01st 1996.Director Council
State's Reform ProgramTranslated copy of the complete announcement published at major Brazilian newspapers on July 01st, 1996.

TAKE PRECISE AIM

BY PLACING YOUR RECRUITMENT ADVERTISEMENT IN THE FINANCIAL TIMES YOU ARE REACHING THE WORLD'S BUSINESS COMMUNITY.
For information on advertising in this section please call:

Andrew Skarzynski on +44 0171 873 4054
Robert Hunt on +44 0171 873 4095

ANNOUNCEMENT

*Polyvalde International Finance Company B.V. (the "Issuer")
Notice to the holders of
US\$25,000,000 Guaranteed Floating Rate Notes due 1997 ("PRNs due 1997")
and
US\$30,000,000 Guaranteed Floating Rate Notes due 1999 ("PRNs due 1999")
successively and irrevocably guaranteed by
P.T. Pejadian Els Perkins (the "Guarantor")*

The above-referenced notes were issued by the Issuer and guaranteed by the Guarantor pursuant to a Trust Deed dated December 16, 1994 (in the case of the PRNs due 1997) and a Fiscal Agency Agreement dated February 12, 1996 (in the case of the PRNs due 1999). Bankers Trust Company Limited is the trustee (the "Trustee") for the PRNs due 1997 and Bankers Trust Company, Hong Kong Branch, is the fiscal agent (the "Fiscal Agent") for the PRNs due 1999.

NOTICE IS HEREBY GIVEN THAT:
1. On June 13, 1996, the Issuer issued US\$12,536,000 principal amount of 13% Guaranteed Secured Notes due 2001 and US\$25,000,000 principal amount of 11 1/4% Guaranteed Secured Notes due 2006 (collectively, the "New Notes").
2. The PRNs due 1997, the PRNs due 1999 and the New Notes (together with certain additional indebtedness) are to be secured by certain facilities (and related collateral) of the Guarantor located in Kawasan, West Java, Indonesia, in each case in the manner set forth or contemplated by the Security Sharing Agreement (as defined below) and the documents referred to therein.
3. For purposes of the foregoing, the Trustee, the Fiscal Agent and the trustee for the holders of the New Notes have appointed The Chase Manhattan Bank, N.A., Jakarta branch, as their collateral agent pursuant to a Security Sharing Agreement (the "Security Sharing Agreement") entered into on June 12, 1996 among such parties and the Issuer and the Guarantor.
4. Copies of the Security Sharing Agreement may be inspected at the offices of the Fiscal Agent in Hong Kong, the Trustee in London, England, and Business Trust Luxembourg S.A. in Luxembourg.

All other terms and conditions of the PRNs due 1997 and the PRNs due 1999 remain unchanged. All of the above-referenced securities are listed on the Luxembourg Stock Exchange.

Bankers Trust Company, Hong Kong Branch
Bankers Trust Company Limited
for and on behalf of
Polyvalde International Finance Company B.V.
and
P.T. Pejadian Els Perkins

July 5, 1996

PINault PRINTIMPS-REDOUTE

NOTICE TO HOLDERS OF SHARE PURCHASE WARRANTS EXPIRING ON AUGUST 2, 1996

ISCONAV code 21910

Correction

We wish to advise holders of warrants that the Notice published on July 3, 1996 contained an error in respect of the entitlement to the shares of Pinault-Printemps-Redoute. The text should read as follows:

"Each warrant entitles the holder, on payment of the sum of FF 722, to 1.1 shares of FF 100 nominal value".

MARGINED CURRENCY DEALING

CALL TOLL-FREE
Laurion
■ Flexible managed accounts
■ Limited liability guaranteed
■ Lowest margin deposits (24-50%)
OR CALL DIRECT
Andrew Skarzynski on +44 0171 873 4054
Robert Hunt on +44 0171 873 4095

Austria 0650 7480
Belgium 030 4972908
Denmark 030 0430
France 0230 6444
Ireland 1 800 955018
Norway 8001 1101
Spain 900 955014
Switzerland 011

INTERNATIONAL CAPITAL MARKETS

Ratings upgrade, rate cut hopes lift Italy

By Richard Lapper,
Capital Markets Editor

Further rises in Italian bond prices following Tuesday's decision by Moody's to upgrade the country's domestic and foreign currency debt ratings were the main focus of attention in a quiet day in Europe.

With the US market closed for Independence Day and dealers awaiting the release of US employment data today, trading slowed to a trickle in the London afternoon.

In Italy, optimism about a possible cut in interest rates following the publication tomorrow of CPI figures also buoyed prices. June CPI is expected to fall to less than 4 per cent.

On Italy, 10-year BTP futures gained 0.71 to settle at 117.54, while the December eurobonds contract closed at 92.36, up 0.11. In the cash market, 10-year BTPs closed at 102.45, up 0.59, with the yield spread over Germany falling 9 basis points to 270 points.

Analysts expect the 10-year yield spread to contract further. Mr David Brown, chief European economist of Bear Stearns International, argues that: "It won't be too long before the [275 basis point target] breaks, and the market heads to our secondary and tertiary targets of 250 basis points and 225 basis points."

He argues that any further contraction in the yield spread can only take place on the assumption that Italy will join the first stage of European monetary union in 1999. Mr Jessop says Emu is "an accident waiting to happen" and saying that at around 280 basis

points the 10-year spread looks expensive. We could not disagree more vehemently."

Mr Julian Jessop, chief European economist at Nikko Europe, also expects the gap to

GOVERNMENT BONDS

narrow to 250 basis points but says "flows of money will take it there" and that such a yield premium is "not necessarily justified by fundamentals".

He argues that any further contraction in the yield spread can only take place on the assumption that Italy will join the first stage of European monetary union in 1999. Mr Jessop says Emu is "an accident waiting to happen" and

says that high-yielding markets will be the hardest hit.

He expects that by the autumn the weakness of European economic recovery and fiscal difficulties will undermine efforts to meet Maastricht targets.

Spain, another beneficiary of the convergence trend, also outperformed core markets yesterday, with the 10-year yield spread narrowing by 4 basis points to 228 points. On May 10, the 10-year September bond settled at 100.85, up 0.41.

A 5 basis point cut in the intervention rate by the Bank of France, helped the short end of the French curve, marginally reducing the yield spread between German and French two-year paper.

Mr Jessop expects a further 5

basis point reduction in the intervention rate, bringing it within 20 basis points of the German repo rate. On May 10, the September notional contract settled at 121.84, up 0.08, while September Pibor was up 0.03 at 96.03.

German bunds gained ground, with the September 10-year contract up 0.19 at 95.95.

Rumours of a possible UK rate cut buoyed short sterling in early trading, with the December contract settling at 94.15, up 0.06.

The September long gilt rose 0.16 to 102.63 but analysts emphasised the thinness of trading, with only 11,849 contracts exchanged in the cash market. The 10-year yield spread over bonds fell by 3 basis points to 152 points.

BZW to lead secondary sell-down for Railtrack

By Antonio Sharpe

BZW, the arranger of the \$2.35bn credit facility for Railtrack, the recently-privatised British rail network, is leading a secondary sell-down of the loan in an attempt to halve the loan.

SYNDICATED LOANS

commitments which it and its fellow underwriters were left with following a poor general syndication phase.

The 5-year loan was underwritten in April by BZW, Credit Suisse, Deutsche, Fuji, Kreditanstalt, Midland, Royal Bank of Scotland and WestLB.

The banks had expected to reduce their commitments from \$300m to \$100m but only \$700m was raised in syndication.

The underwriters were left with about \$200m each, although BZW's commitment is thought to be closer to \$250m. The disappointing syndication was blamed on several factors, from the slim pricing and the lack of a credit rating, to concerns about Railtrack's future if there was a change of government.

However, since its privatisation in May, Railtrack has obtained ratings from Standard & Poor's and Moody's, of A plus and A2 respectively. The two biggest upsets in the year are Citicorp, which has slid to 8th from 1st at the end of 1995, and JP Morgan, which has fallen to 7th place from 2nd. However, the two banks are set to recover their lofty positions in the coming months when several large loans, for example those for Philips and Saab, are signed.

The half-yearly volume data from Euromoney, of \$171.5bn, beat out bankers' predictions at the start of the year that volume in 1996 is unlikely to reach the \$383.5bn achieved in 1995. Volume last year was boosted by the mass move by companies to refinance their loans on fixed terms. Bankers believe that business in the second half of the year will depend mainly on continued M&A activity.

TOP ARRANGERS OF EUROMARKET LOANS

Arranger	Jan-June 1995	1995			
		Stn Rank	% issues	Stn Rank	
BZW	184	1	10.7	57	21.6
ABN Amro	105	2	12.6	49	23.5
Deutsche M. Grindf	142	3	8.3	49	21.5
Credit Suisse	135	4	8.0	65	22.9
UBS	109	5	6.4	49	16.4
WestLB	9.0	6	5.3	39	11.7
JP Morgan	7.0	7	4.1	23	32.1
Citicorp	6.8	8	3.8	36	35.0
Bank of America	5.3	9	3.1	23	11.0
CSFB/Credit Suisse	4.9	10	2.8	15	8.3
Industry totals	171.2	103.0	52.5	393.8	100.0

Source: Euromoney

BZW, which in April jumped to the top of Euromoney's widely-watched league table of euromarket loan arrangers for the first time in three years following the signing of the Railtrack facility, remains in pole position at the half-year stage, writes Antonio Sharpe.

Acquisition financings, notably in the utilities sector, and privatisations loans, such as those for Railtrack and British Energy, the UK nuclear power generator in the process of being floated, are behind BZW's rise to the top. It is believed to be keen to remain high in the arrangers table but equally keen not to be one of the biggest providers of funds to the market, reflecting the aim of Railtrack, its parent, to manage the group's loan portfolio more actively.

The two biggest upsets in the year are Citicorp, which has slid to 8th from 1st at the end of 1995, and JP Morgan, which has fallen to 7th place from 2nd. However, the two banks are set to recover their lofty positions in the coming months when several large loans, for example those for Philips and Saab, are signed.

The half-yearly volume data from Euromoney, of \$171.5bn, beat out bankers' predictions at the start of the year that volume in 1996 is unlikely to reach the \$383.5bn achieved in 1995. Volume last year was boosted by the mass move by companies to refinance their loans on fixed terms. Bankers believe that business in the second half of the year will depend mainly on continued M&A activity.

Five-year facility, which represents fresh funds for the borrower.

Bank of Tokyo and UBS are running the books during the two-week syndication period.

The margin is believed to be 45 basis points for the first three years, rising to 50 basis points in the final two years.

This compares with a margin of 30 basis points on a loan which Greece signed in March last year. Bankers said the lower margin reflected the current appetite for Greek assets and the general erosion in margins to emerging market credits.

Bankers said that although unusual, it was in Railtrack's interest to do so in order to pacify the eight underwriters, some of which are unhappy about the size of their commitments.

They added, however, that Railtrack would have to alter its plans to assign its future business to its 10 core banks, since this stance had removed any incentive for other banks to join in the general syndication.

Railtrack is closely assisting in the marketing of the secondary sell-down. It is unusual for a company to get involved in a sell-down because most treasurers do not approve of their core banks indulging in this activity.

Today should see the launch of the long-awaited loan for the Hellenic Republic. A grand total of 18 banks have been appointed to arrange the \$500m

five-year facility, which represents fresh funds for the borrower.

Bank of Tokyo and UBS are running the books during the two-week syndication period.

The margin is believed to be 45 basis points for the first three years, rising to 50 basis points in the final two years.

This compares with a margin of 30 basis points on a loan which Greece signed in March last year. Bankers said the lower margin reflected the current appetite for Greek assets and the general erosion in margins to emerging market credits.

Bankers said that although unusual, it was in Railtrack's interest to do so in order to pacify the eight underwriters, some of which are unhappy about the size of their commitments.

They added, however, that Railtrack would have to alter its plans to assign its future business to its 10 core banks, since this stance had removed any incentive for other banks to join in the general syndication.

Railtrack is closely assisting in the marketing of the secondary sell-down. It is unusual for a company to get involved in a sell-down because most treasurers do not approve of their core banks indulging in this activity.

Today should see the launch of the long-awaited loan for the Hellenic Republic. A grand total of 18 banks have been appointed to arrange the \$500m

five-year facility, which represents fresh funds for the borrower.

Bank of Tokyo and UBS are running the books during the two-week syndication period.

The margin is believed to be 45 basis points for the first three years, rising to 50 basis points in the final two years.

This compares with a margin of 30 basis points on a loan which Greece signed in March last year. Bankers said the lower margin reflected the current appetite for Greek assets and the general erosion in margins to emerging market credits.

Bankers said that although unusual, it was in Railtrack's interest to do so in order to pacify the eight underwriters, some of which are unhappy about the size of their commitments.

They added, however, that Railtrack would have to alter its plans to assign its future business to its 10 core banks, since this stance had removed any incentive for other banks to join in the general syndication.

Railtrack is closely assisting in the marketing of the secondary sell-down. It is unusual for a company to get involved in a sell-down because most treasurers do not approve of their core banks indulging in this activity.

Today should see the launch of the long-awaited loan for the Hellenic Republic. A grand total of 18 banks have been appointed to arrange the \$500m

five-year facility, which represents fresh funds for the borrower.

Bank of Tokyo and UBS are running the books during the two-week syndication period.

The margin is believed to be 45 basis points for the first three years, rising to 50 basis points in the final two years.

This compares with a margin of 30 basis points on a loan which Greece signed in March last year. Bankers said the lower margin reflected the current appetite for Greek assets and the general erosion in margins to emerging market credits.

Bankers said that although unusual, it was in Railtrack's interest to do so in order to pacify the eight underwriters, some of which are unhappy about the size of their commitments.

They added, however, that Railtrack would have to alter its plans to assign its future business to its 10 core banks, since this stance had removed any incentive for other banks to join in the general syndication.

Railtrack is closely assisting in the marketing of the secondary sell-down. It is unusual for a company to get involved in a sell-down because most treasurers do not approve of their core banks indulging in this activity.

Today should see the launch of the long-awaited loan for the Hellenic Republic. A grand total of 18 banks have been appointed to arrange the \$500m

five-year facility, which represents fresh funds for the borrower.

Bank of Tokyo and UBS are running the books during the two-week syndication period.

The margin is believed to be 45 basis points for the first three years, rising to 50 basis points in the final two years.

This compares with a margin of 30 basis points on a loan which Greece signed in March last year. Bankers said the lower margin reflected the current appetite for Greek assets and the general erosion in margins to emerging market credits.

Bankers said that although unusual, it was in Railtrack's interest to do so in order to pacify the eight underwriters, some of which are unhappy about the size of their commitments.

They added, however, that Railtrack would have to alter its plans to assign its future business to its 10 core banks, since this stance had removed any incentive for other banks to join in the general syndication.

Railtrack is closely assisting in the marketing of the secondary sell-down. It is unusual for a company to get involved in a sell-down because most treasurers do not approve of their core banks indulging in this activity.

Today should see the launch of the long-awaited loan for the Hellenic Republic. A grand total of 18 banks have been appointed to arrange the \$500m

five-year facility, which represents fresh funds for the borrower.

Bank of Tokyo and UBS are running the books during the two-week syndication period.

The margin is believed to be 45 basis points for the first three years, rising to 50 basis points in the final two years.

This compares with a margin of 30 basis points on a loan which Greece signed in March last year. Bankers said the lower margin reflected the current appetite for Greek assets and the general erosion in margins to emerging market credits.

Bankers said that although unusual, it was in Railtrack's interest to do so in order to pacify the eight underwriters, some of which are unhappy about the size of their commitments.

They added, however, that Railtrack would have to alter its plans to assign its future business to its 10 core banks, since this stance had removed any incentive for other banks to join in the general syndication.

Railtrack is closely assisting in the marketing of the secondary sell-down. It is unusual for a company to get involved in a sell-down because most treasurers do not approve of their core banks indulging in this activity.

Today should see the launch of the long-awaited loan for the Hellenic Republic. A grand total of 18 banks have been appointed to arrange the \$500m

five-year facility, which represents fresh funds for the borrower.

Bank of Tokyo and UBS are running the books during the two-week syndication period.

The margin is believed to be 45 basis points for the first three years, rising to 50 basis points in the final two years.

This compares with a margin of 30 basis points on a loan which Greece signed in March last year. Bankers said the lower margin reflected the current appetite for Greek assets and the general erosion in margins to emerging market credits.

Bankers said that although unusual, it was in Railtrack's interest to do so in order to pacify the eight underwriters, some of which are unhappy about the size of their commitments.

They added, however, that Railtrack would have to alter its plans to assign its future business to its 10 core banks, since this stance had removed any incentive for other banks to join in the general syndication.

Railtrack is closely assisting in the marketing of the secondary sell-down. It is unusual for a company to get involved in a sell-down because most treasurers do not approve of their core banks indulging in this activity.

Today should see the launch of the long-awaited loan for the Hellenic Republic. A grand total of 18 banks have been appointed to arrange the \$500m

five-year facility, which represents fresh funds for the borrower.

Bank of Tokyo

COMMODITIES AND AGRICULTURE

Paris market opens doors to wheat futures trading

Andrew Jack reports on an innovation that only became possible after the repeal of a 60-year-old law

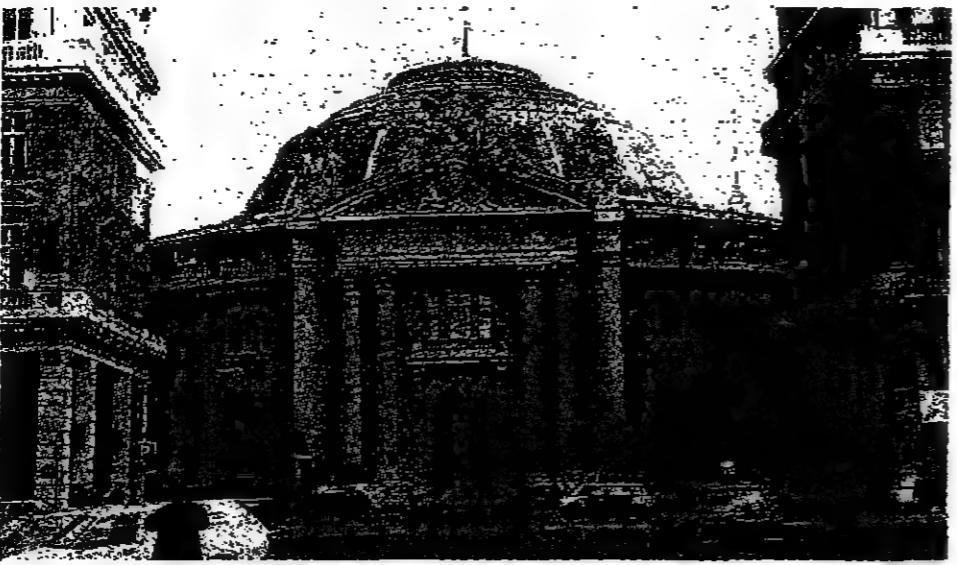
The circular Bourse de Commerce building in central Paris acquires a new occupant this morning as trading begins in the market for the latest product launched by the Matif, the French financial futures market.

From 10.30am it will be host to daily trades in wheat futures - a product for which there has been a growing level of interest in the past few months after many years during which it was both unnecessary and illegal.

It was only last month that such trades became legal under French law. Legislation dating from 1936 under the country's socialist *Front Populaire* government explicitly banned speculation in wheat - a ruling reinforced by a decree of the Vichy government of Marshal Pétain in 1940.

The modification came in June this year, when the French parliament approved the lifting of the ban during discussions on the passage of a far broader bill for the reform of the financial services sector, designed to meet the European Union investment services directive.

It is also thanks to the EU that there is even a demand for



Trading starts this morning in the circular Bourse de Commerce building

wheat futures, making the Matif's market necessary. The creation of the Common Agricultural Policy with its intervention price for wheat severely reduced the uncertainty for producers and the fluctuation in prices among member states.

But reforms of the CAP undertaken since 1992 have cut

the intervention price sharply - from FF17.255 (\$243) to FF16.88 a tonne in the following year, with further declines since - while placing greater priority in the policy on direct aid per hectare.

In addition, the General Agreement on Tariffs and Trade accords that came into effect in 1996, have touched

agricultural production, stressing greater openness of the markets, less subsidisation of exports and a reduction in internal support.

The result has been a significant degree of fluctuation in wheat prices in the past few years, with the market price always higher than the residual intervention price, and a

corresponding growth in demand for a way to hedge against this uncertainty.

While it is better known for financial products, which dominate its turnover, the move of the Matif into commodities is nothing new.

Two years after its creation in 1986, it merged with the former French exchange that already traded in coffee, cocoa and sugar futures. While sugar and potatoes futures are still traded, though those in coffee have been abandoned.

Its own direct ventures into the field began with the coffee or rapeseed contract launched in October 1994. The relative success of the contract, which was viewed as a trial run for other products, inspired a more detailed consideration of wheat futures, beginning with a study launched in June last year.

The potential is enormous. Wheat and rice are the two most widespread cereal products in the world, and the EU is the second largest producer after China, with 15.8 per cent of the market in 1994-95, and the third largest exporter.

However, the Matif is not alone in the market. The Netherlands launched its own wheat contracts at the start of last month and the London Commodity Exchange contract has been trading for many years. Other competitors may yet follow.

Matif's executives argue that their experience with the coffee or rapeseed contract already gives them experience in commodity trades, that there are a number of common clients for rapeseed and wheat who will be tempted by the new market, and that France's important role in wheat production gives it a competitive edge.

Today was chosen for the start of operations so that any initial glitches could be ironed out over the weekend after a single day's trading. There are eight clearing members and a further six authorised commodities brokers, who must clear their trades through the clearing members each day.

Officials have been reluctant to provide any forecasts of how the trading will develop. However, some market professionals believe that after a possible slow start, the market could be trading 500 to 1,000 lots a day within three years.

Copper price fall stalls Chilean mine project

By Bernard Simon in Toronto

Tumultuous copper prices have forced a delay in development of the US\$240m Lomas Bayas copper mine in northern Chile.

The project's owner, British Columbia-based Gibraltar Mines, said it was unable to secure a firm underwriting commitment for US\$160m in debt financing required before construction could begin.

Gibraltar hoped to announce a go-ahead for the start of operations so that any initial glitches could be ironed out over the weekend after a single day's trading. There are eight clearing members and a further six authorised commodities brokers, who must clear their trades through the clearing members each day.

Officials have been reluctant to provide any forecasts of how the trading will develop. However, some market professionals believe that after a possible slow start, the market could be trading 500 to 1,000 lots a day within three years.

per cent owned by Placer Dome, the international gold producer, said talks with prospective lenders were continuing and "alternative options" in expedite a production decision are being evaluated.

It added that "the question is not whether we have a mine but when it will be built".

A number of other projects may also be in jeopardy as a result of recent turmoil in the copper market - Cyprus Amcor, the large US producer, indefinitely shelved a planned US\$200m share offering last month.

Gibraltar shares lost C\$1.15 to C\$8.90 in early trading on the Toronto Stock Exchange yesterday.

Uganda plans land give-away in drive for cotton revival

Uganda will give land to large investors as part of its plan to revive its cotton industry since 1993 with the help of a \$3m World Bank loan and donor sees textiles as a key to Uganda's economic recovery.

Industry reforms included selling the state buying monopoly and government-owned ginneries to private operators. Now farmers earn more from private buyers than they did from the Lint Marketing Board, which took cotton on credit, officials said.

The government's quality drive includes distribution of free seed that produces the larger, firmer fibres sought by producers of polyester mix fabrics, officials said. Farmers are also being urged to use fertiliser to more than double current yields.

Mr Kajjuka said the government would keep encouraging small growers but did not see them emerging as major players.

President Yoweri Museveni was expected to name a new government yesterday following parliamentary and presidential elections.

Officials expect a rise to 180,000 bales in 1996-97.

Uganda has been trying to

revive its cotton industry since 1993 with the help of a \$3m World Bank loan and donor sees textiles as a key to Uganda's economic recovery.

Industry reforms included selling the state buying monopoly and government-owned ginneries to private operators. Now farmers earn more from private buyers than they did from the Lint Marketing Board, which took cotton on credit, officials said.

The government's quality drive includes distribution of free seed that produces the larger, firmer fibres sought by producers of polyester mix fabrics, officials said. Farmers are also being urged to use fertiliser to more than double current yields.

Mr Kajjuka said the government would keep encouraging small growers but did not see them emerging as major players.

Ugandan cotton production slumped during the chaotic rule of Idi Amin. Output in the current season (December-November) is put at 85,000 bales, against a peak of 446,000 in 1985-86.

Officials expect a rise to 180,000 bales in 1996-97.

Uganda has been trying to

revive its cotton industry since 1993 with the help of a \$3m World Bank loan and donor sees textiles as a key to Uganda's economic recovery.

Industry reforms included selling the state buying monopoly and government-owned ginneries to private operators. Now farmers earn more from private buyers than they did from the Lint Marketing Board, which took cotton on credit, officials said.

The government's quality drive includes distribution of free seed that produces the larger, firmer fibres sought by producers of polyester mix fabrics, officials said. Farmers are also being urged to use fertiliser to more than double current yields.

Mr Kajjuka said the government would keep encouraging small growers but did not see them emerging as major players.

Ugandan cotton production slumped during the chaotic rule of Idi Amin. Output in the current season (December-November) is put at 85,000 bales, against a peak of 446,000 in 1985-86.

Officials expect a rise to 180,000 bales in 1996-97.

Uganda has been trying to

revive its cotton industry since 1993 with the help of a \$3m World Bank loan and donor sees textiles as a key to Uganda's economic recovery.

Industry reforms included selling the state buying monopoly and government-owned ginneries to private operators. Now farmers earn more from private buyers than they did from the Lint Marketing Board, which took cotton on credit, officials said.

The government's quality drive includes distribution of free seed that produces the larger, firmer fibres sought by producers of polyester mix fabrics, officials said. Farmers are also being urged to use fertiliser to more than double current yields.

Mr Kajjuka said the government would keep encouraging small growers but did not see them emerging as major players.

Ugandan cotton production slumped during the chaotic rule of Idi Amin. Output in the current season (December-November) is put at 85,000 bales, against a peak of 446,000 in 1985-86.

Officials expect a rise to 180,000 bales in 1996-97.

Uganda has been trying to

revive its cotton industry since 1993 with the help of a \$3m World Bank loan and donor sees textiles as a key to Uganda's economic recovery.

Industry reforms included selling the state buying monopoly and government-owned ginneries to private operators. Now farmers earn more from private buyers than they did from the Lint Marketing Board, which took cotton on credit, officials said.

The government's quality drive includes distribution of free seed that produces the larger, firmer fibres sought by producers of polyester mix fabrics, officials said. Farmers are also being urged to use fertiliser to more than double current yields.

Mr Kajjuka said the government would keep encouraging small growers but did not see them emerging as major players.

Ugandan cotton production slumped during the chaotic rule of Idi Amin. Output in the current season (December-November) is put at 85,000 bales, against a peak of 446,000 in 1985-86.

Officials expect a rise to 180,000 bales in 1996-97.

Uganda has been trying to

revive its cotton industry since 1993 with the help of a \$3m World Bank loan and donor sees textiles as a key to Uganda's economic recovery.

Industry reforms included selling the state buying monopoly and government-owned ginneries to private operators. Now farmers earn more from private buyers than they did from the Lint Marketing Board, which took cotton on credit, officials said.

The government's quality drive includes distribution of free seed that produces the larger, firmer fibres sought by producers of polyester mix fabrics, officials said. Farmers are also being urged to use fertiliser to more than double current yields.

Mr Kajjuka said the government would keep encouraging small growers but did not see them emerging as major players.

Ugandan cotton production slumped during the chaotic rule of Idi Amin. Output in the current season (December-November) is put at 85,000 bales, against a peak of 446,000 in 1985-86.

Officials expect a rise to 180,000 bales in 1996-97.

Uganda has been trying to

revive its cotton industry since 1993 with the help of a \$3m World Bank loan and donor sees textiles as a key to Uganda's economic recovery.

Industry reforms included selling the state buying monopoly and government-owned ginneries to private operators. Now farmers earn more from private buyers than they did from the Lint Marketing Board, which took cotton on credit, officials said.

The government's quality drive includes distribution of free seed that produces the larger, firmer fibres sought by producers of polyester mix fabrics, officials said. Farmers are also being urged to use fertiliser to more than double current yields.

Mr Kajjuka said the government would keep encouraging small growers but did not see them emerging as major players.

Ugandan cotton production slumped during the chaotic rule of Idi Amin. Output in the current season (December-November) is put at 85,000 bales, against a peak of 446,000 in 1985-86.

Officials expect a rise to 180,000 bales in 1996-97.

Uganda has been trying to

revive its cotton industry since 1993 with the help of a \$3m World Bank loan and donor sees textiles as a key to Uganda's economic recovery.

Industry reforms included selling the state buying monopoly and government-owned ginneries to private operators. Now farmers earn more from private buyers than they did from the Lint Marketing Board, which took cotton on credit, officials said.

The government's quality drive includes distribution of free seed that produces the larger, firmer fibres sought by producers of polyester mix fabrics, officials said. Farmers are also being urged to use fertiliser to more than double current yields.

Mr Kajjuka said the government would keep encouraging small growers but did not see them emerging as major players.

Ugandan cotton production slumped during the chaotic rule of Idi Amin. Output in the current season (December-November) is put at 85,000 bales, against a peak of 446,000 in 1985-86.

Officials expect a rise to 180,000 bales in 1996-97.

Uganda has been trying to

revive its cotton industry since 1993 with the help of a \$3m World Bank loan and donor sees textiles as a key to Uganda's economic recovery.

Industry reforms included selling the state buying monopoly and government-owned ginneries to private operators. Now farmers earn more from private buyers than they did from the Lint Marketing Board, which took cotton on credit, officials said.

The government's quality drive includes distribution of free seed that produces the larger, firmer fibres sought by producers of polyester mix fabrics, officials said. Farmers are also being urged to use fertiliser to more than double current yields.

Mr Kajjuka said the government would keep encouraging small growers but did not see them emerging as major players.

Ugandan cotton production slumped during the chaotic rule of Idi Amin. Output in the current season (December-November) is put at 85,000 bales, against a peak of 446,000 in 1985-86.

Officials expect a rise to 180,000 bales in 1996-97.

Uganda has been trying to

revive its cotton industry since 1993 with the help of a \$3m World Bank loan and donor sees textiles as a key to Uganda's economic recovery.

Industry reforms included selling the state buying monopoly and government-owned ginneries to private operators. Now farmers earn more from private buyers than they did from the Lint Marketing Board, which took cotton on credit, officials said.

The government's quality drive includes distribution of free seed that produces the larger, firmer fibres sought by producers of polyester mix fabrics, officials said. Farmers are also being urged to use fertiliser to more than double current yields.

Mr Kajjuka said the government would keep encouraging small growers but did not see them emerging as major players.

Ugandan cotton production slumped during the chaotic rule of Idi Amin. Output in the current season (December-November) is put at 85,000 bales, against a peak of 446,000 in 1985-86.

Officials expect a rise to 180,000 bales in 1996-97.

Uganda has been trying to

revive its cotton industry since 1993 with the help of a \$3m World Bank loan and donor sees textiles as a key to Uganda's economic recovery.

Industry reforms included selling the state buying monopoly and government-owned ginneries to private operators. Now farmers earn more from private buyers than they did from the Lint Marketing Board, which took cotton on credit, officials said.

The government's quality drive includes distribution of free seed that produces the larger, firmer fibres sought by producers of polyester mix fabrics, officials said. Farmers are also being urged to use fertiliser to more than double current yields.

Mr Kajjuka said the government would keep encouraging small growers but did not see them emerging as major players.

Ugandan cotton production slumped during the chaotic rule of Idi Amin. Output in the current season (December-November) is put at 85,000 bales, against a peak of 446,000 in 1985-86.

Officials expect a rise to 180,000 bales in 1996-97.

Uganda has been trying to

revive its cotton industry since 1993 with the help of a \$3m World Bank loan and donor sees textiles as a key to Uganda's economic recovery.

Industry reforms included selling the state buying monopoly and government-owned ginneries to private operators. Now farmers earn more from private buyers than they did from the Lint Marketing Board, which took cotton on credit, officials said.

FT MANAGED FUNDS SERVICE

Offshore Funds and Insurances

● FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 171) 873 4378 for more details.

Offshore Insurances and Other Funds

• FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on 0-800 123 4578 for more details.

**Live 24-hour
global business
TV is now
available in
Europe.**

WORLD STOCK MARKETS

WORLD STOCK MARKET																											
EUROPE		ASIA (Jul 4 / Std)													AMERICA (Jul 4 / Std)												
AUSTRALIA (Jul 4 / Std)		ASIA (Jul 4 / Fwd)													AMERICA (Jul 4 / Fwd)												
ASIA (Jul 4 / Std)		ASIA (Jul 4 / Std)													AMERICA (Jul 4 / Std)												
ASIA (Jul 4 / Fwd)		ASIA (Jul 4 / Fwd)													AMERICA (Jul 4 / Fwd)												
AMERICA (Jul 4 / Std)		AMERICA (Jul 4 / Std)													AMERICA (Jul 4 / Fwd)												
AMERICA (Jul 4 / Fwd)		AMERICA (Jul 4 / Fwd)													AMERICA (Jul 4 / Std)												
AFRICA		AFRICA													AFRICA												
SOUTH AFRICA (Jul 4 / Rand)		SOUTH AFRICA (Jul 4 / Rand)													SOUTH AFRICA (Jul 4 / Rand)												
AUSTRALIA (Jul 4 / Aus\$)		AUSTRALIA (Jul 4 / Aus\$)													AUSTRALIA (Jul 4 / Aus\$)												
SOUTH KOREA (Jul 4 / Won)		SOUTH KOREA (Jul 4 / Won)													SOUTH KOREA (Jul 4 / Won)												
NETHERLANDS (Jul 4 / Fld)		NETHERLANDS (Jul 4 / Fld)													NETHERLANDS (Jul 4 / Fld)												
SWITZERLAND (Jul 4 / Fr.)		SWITZERLAND (Jul 4 / Fr.)													SWITZERLAND (Jul 4 / Fr.)												
TURKEY (Jul 4 / Tk Lira)		TURKEY (Jul 4 / Tk Lira)													TURKEY (Jul 4 / Tk Lira)												
PACIFIC (Jul 4 / Pts)		PACIFIC (Jul 4 / Pts)													PACIFIC (Jul 4 / Pts)												
INDONESIA (Jul 4 / Rupiah)		INDONESIA (Jul 4 / Rupiah)													INDONESIA (Jul 4 / Rupiah)												
MALAYSIA (Jul 4 / MYR)		MALAYSIA (Jul 4 / MYR)													MALAYSIA (Jul 4 / MYR)												
AFRICA (Jul 4 / Rand)		AFRICA (Jul 4 / Rand)													AFRICA (Jul 4 / Rand)												
AFRICA (Jul 4 / Rand)		AFRICA (Jul 4 / Rand)													AFRICA (Jul 4 / Rand)												
AFRICA (Jul 4 / Rand)		AFRICA (Jul 4 / Rand)													AFRICA (Jul 4 / Rand)												
AFRICA (Jul 4 / Rand)		AFRICA (Jul 4 / Rand)													AFRICA (Jul 4 / Rand)												
AFRICA (Jul 4 / Rand)		AFRICA (Jul 4 / Rand)													AFRICA (Jul 4 / Rand)												
AFRICA (Jul 4 / Rand)		AFRICA (Jul 4 / Rand)													AFRICA (Jul 4 / Rand)												
AFRICA (Jul 4 / Rand)		AFRICA (Jul 4 / Rand)													AFRICA (Jul 4 / Rand)												
AFRICA (Jul 4 / Rand)		AFRICA (Jul 4 / Rand)													AFRICA (Jul 4 / Rand)												
AFRICA (Jul 4 / Rand)		AFRICA (Jul 4 / Rand)													AFRICA (Jul 4 / Rand)												
AFRICA (Jul 4 / Rand)		AFRICA (Jul 4 / Rand)													AFRICA (Jul 4 / Rand)												
AFRICA (Jul 4 / Rand)																											

**Every major
world airline
flies with
Rockwell avionics**



INDICES

	JU 4	JU 3	JU 2	High	1998
					Low
Argentina General(29/12/77)	\$6 18301.71	18223.73	18081.98	20%	18020.54 19/3
Australia All Ordinaries(1/1/80)	2225.7	2235.8	2255.3	2266.08 25%	2167.48 11/3
All Mining(1/1/80)	895.4	1005.9	1021.3	1116.48 8%	896.40 4/7
Austria Credit Alsten(20/12/84)	372.10	371.14	369.69	384.98 31/5	352.78 21
Traded Index(21/6/91)	1085.35	1081.09	1074.51	1142.51 28%	1053.31 31
Belgium SE.20(1/1/91)	1761.00	1765.54	1769.06	1773.28 28%	1724.88 21
Bulgaria Borsa(29/12/83)	\$6 63559.0	62465.0	63558.08	9/7	4900.00 27
Canada Mosaic Mktg(1/1/79)	\$6 5082.57	5062.30	5084.68 8%	4827.47 16/1	
Computer(1/1/79)	\$6 5073.91	5061.48	5204.40	5155 31/5	4733.78 15/1
Portfolios(25/4/1983)	\$6 2503.41	2480.48	2505.58	2775	2321.59 12/1
Chile ISA Gen(31/12/80)	\$6 5579.43	5556.41	5594.53 8/1	5215.28 8/4	
Denmark Copenhagen(29/1/83)	415.10	414.41	413.17	416.10 4/7	386.40 21
Finland HIX General(29/12/90)	2035.84	2042.75	2043.15	2070.42 31/5	1851.57 10/7
France SFR 25(31/12/90)	1440.08	1442.30†	1442.11	1457.55 6/6	1250.18 21
CAC-40(31/12/90)	2135.81	2133.08	2111.80	2148.79 30/4	1829.75 11/1
Germany FZI Mktg(31/12/83)	908.61	908.67	911.41	911.58 25%	818.55 21
Commerzbank(1/1/83)	2618.10	2618.13	2627.5	2627.50 27	2376.28 21
DAX(30/12/87)	2577.39	2588.95	2572.25	2577.39 47	2284.88 21
Greece Alpha SFA(31/12/80)	904.30	902.21	909.50	1017.56 43	881.83 24/6
Hong Kong Hang Seng(27/7/86)	11181.82	11063.28	11084.43	11594.58 16/2	10234.87 21
India BSE Sense(19/79)	3701.74	3558.83	3747.47	4085.28 18/5	2920.08 25/1
Indonesia JMB Comp(10/6/82)	588.61	594.07	594.40	600.21 24/4	522.48 21
Ireland ESD Overall(4/1/83)	2513.0	2533.46	2547.55	2586.19 18/6	2234.81 21
Italy Borsa Roma(19/72)	661.89	655.04	657.10	674.10 20/5	572.21 27/3
MEB General(27/1/93)	1122.0	1111.0	1114.0	1142.00 20/5	570.00 27/3
Japan Nikkei 225(16/5/89)	2229.51	22378.02	22347.97	22695.88 28/8	1834.70 13/3
Nikkei 225(1/10/93)	3118.5	315.08	315.09	319.78 25/6	294.48 11/3

INDEX FUTURES Open Bid Price Change High Low Est. vol. Open Int.

M TOKYO - INDEX ACTIVE STOCKS Thursday, July 4, 1968									
	Stocks Traded	Closing Prices	Change on day		Stocks Traded	Closing Prices	Change on day		
Ishihara Sangyo	7.8m	460	+19	Nissin Electric	2.3m	918	+28		
Koike Bo Ry	5.9m	1240	-30	Shimadzu Corp	2.2m	756	+2		
Mitsui Publcom	4.4m	1470	-40	Nihon Nippon Kygo	2.1m	834	+18		
Toshiba Corp	3.3m	788	+11	Nisaku Imai	2.0m	617	+42		
Kanamatsu Corp	3.1m	738	-28	Nippon Sti Corp	2.0m	388	+11		

US INDICES

Year Jones	Jul 3	Jul 2	Jul 1	1988	Since compilation		
				High	High		
				Low	Low		
Standard & Poor's	5763.02	5720.38	5729.98	5776.00	5032.54		
Composite	101.58	101.60	101.78	108.00	101.03		
Small Stocks	2194.00	2202.03	2215.44	2286.20	1862.71		
Transport	2161.28	2160.72	220.88	234.00	205.42		
Utility	—	—	—	—	—		
U. S. Ind. Day's High	5740.00	5766.98	Low	5656.47	(5686.28)		
U. S. Ind. Day's High	5720.75	(5733.51)	Low	5682.70	(5693.00)		
Standard & Poor's Composite	572.40	571.91	570.88	572.51	509.48		
Industrial	797.77	799.58	802.23	807.00	702.00		
Services	57.94	57.94	58.13	58.58	58.57		
SE Comp.	360.37	361.01	361.70	363.34	321.41		
Index Mid Val	579.85	579.58	580.25	614.90	525.85		
NASDAQ Comp	1181.80	1181.15	1187.45	1246.14	985.57		
RATIOS				(58)	(101)		
Year Jones Ind. Div. Yield	2.19	2.17	2.19	2.14	2.44		
	Jun 26	Jun 19	Jun 12	Year ago			
& P Ind. Div. yield	1.87	1.87	1.87	2.14			
& P Ind. P/E ratio	22.38	22.22	19.65	18.80			
NEW YORK ACTIVE STOCKS							
IN TRADING ACTIVITY							
Wednesday	Stocks traded	Close price	Change on day				
Wednesday	5,425,200	8416	+54				
Wednesday	5,319,100	35%	-1%				
Tuesday	3,741,100	2494	-4				
Wednesday	3,805,600	2294	-7				
Tuesday	3,468,700	5994	-3%				
Wednesday	3,288,100	3494	-5				
Tuesday	3,117,500	2176	-4				
Wednesday	3,051,600	2176	-1%				
Tuesday	2,922,000	4856	-16				
Wednesday	2,430,000	5904	-1%				
S&P 500	Open Sett. price	Change	High	Low	Est. vol. Open Int.		
App	675.75	676.10	—	676.60	675.75	52,820	170,869
Avia	682.35	—	—	685.10	681.30	874	7,114
Open Sett. price	Change	High	Low	Est. vol.	Open Int.		

~~Welded 225~~

including bonds, & Industrial, plus Utilities, Financial and Transportation.
 The low and high are the averages of the highest and lowest prices reached during the day by each
 (supplied by Teletype) represent the highest and lowest values that the index has reached
 previous day's. ♦ Subject to official revaluation.

— The Firm 288 —

NORTH AMERICA

CANADA				SALES		CLOSING	
TORONTO (Int 4 / Can 5)				SALES		CLOSING	
4 pm close				SALES		CLOSING	
Sales	Change	High	Low	Sales	Change	Closing	Change
45705 Astro	15.2	20.7	18.4	127.75	+1.25	145.11	15.0
7509 Agri-Ear	25.2	25.7	24.5	56.50	+2.25	63.00	1.5
36320 Arctic	1.2	5.5	4.5	53.00	+1.50	56.40	5.0
14834 Arctic	20.2	22.4	21.0	157.00	-1.00	156.00	2.0
20555 Arsenal	47.2	48.0	38.0	15.00	-1.00	14.00	1.0
14835 Arctic	1.2	1.5	1.0	15.00	-1.00	14.00	1.0
21574 Arctic	2.2	2.5	1.5	15.00	-1.00	14.00	1.0
8250 Sodex	10.2	11.4	9.5	15.00	-1.00	14.00	1.0
216017 BE-70	2.2	2.7	2.0	15.00	-1.00	14.00	1.0
135175 BCE	1.2	1.5	1.0	15.00	-1.00	14.00	1.0
51065 BCE Int	1.2	1.5	1.0	15.00	-1.00	14.00	1.0
6067 BCR A	1.2	1.5	1.0	15.00	-1.00	14.00	1.0
33343 Bidwell	3.2	3.5	2.5	15.00	-1.00	14.00	1.0
556588 Bidwell	2.2	3.5	2.5	15.00	-1.00	14.00	1.0
77287 Biotech	2.2	3.5	2.5	15.00	-1.00	14.00	1.0
28-34000 Bio-Tech	2.2	3.5	2.5	15.00	-1.00	14.00	1.0
200 Bomplex	2.2	2.5	1.5	15.00	-1.00	14.00	1.0
184770 Bomplex	2.2	2.5	1.5	15.00	-1.00	14.00	1.0
27220 Bracco	2.2	2.5	1.5	15.00	-1.00	14.00	1.0
1300 Bronto	1.2	1.5	1.0	15.00	-1.00	14.00	1.0
6100 Bridge	2.2	2.5	1.5	15.00	-1.00	14.00	1.0
174890 Brutor	2.2	1.4	1.0	15.00	-1.00	14.00	1.0
18890 CAE	11.2	12.0	11.0	15.00	-1.00	14.00	1.0
23516 Compilers	1.2	-0.5	1.00	15.00	-1.00	14.00	1.0

Prices	on day		Traded	Prices	on day
460	+19	Nissin Electric	2.3m	918	+2
1240	-20	Shimadzu Corp.	2.2m	755	-2

on day
18
66

1240	-30	Shimadzu Corp.	2.2m	750	-11
1470	-40	Nihon Nosan Kygo	2.1m	624	-11
786	-10	Nissho Iwai	2.0m	617	-11
		Kajima Corp.	2.0m	577	-11

739 -28 Nippon Sti Corp ____ 2.0m 368 +

EUROPE

Nestlé, L'Oréal climb on stake sale rumours

Nestlé, the Swiss food and beverages group, and L'Oréal, the French cosmetics company, were marked up on rumours that Nestlé planned to sell its indirect stake in the French concern.

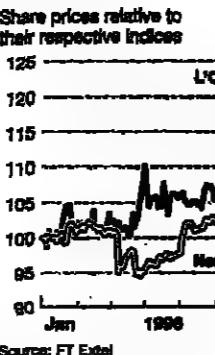
Nestlé finished SF19, or 1.3 per cent, ahead at SF146, off a high of SF146, and L'Oréal picked up FF135, or 2.2 per cent, to FF1,665 as both companies declined to comment on the rumours, which originated in the Paris market.

The Swiss group, which had underperformed the strong Zurich market for much of this year, stepped into the limelight on Wednesday with a 1.9 per cent rise on separate rumours that it planned to buy back its shares, and that it would carry out a top level management restructuring, along the lines of that announced by Unilever, the Anglo-Dutch group, on Monday.

FRANKFURT was good in parts. The Dax index rose 12.42 to an Ibis-indicated 2,578.74; Thyssen, the steel and engineering group, gained DM3.55 to DM237 on speculation about its prospects in telecome; and Hannover Re advanced DM2.70 to a new high of DM1.50 after it indicated a 30 to 40 per cent rise in net profits last year.

However, the bourse had its laggards, Karstadt, the leading

L'Oréal/Nestlé



lysts, he said, were sceptical about its ability to deliver.

PARIS closed near its highs, encouraged by a small cut by the Bank of France's intervention rate, from 3.80 to 3.55 per cent. The CAC 40 index rose 12.83 to 2,128.51.

Speculation in the Docks de France situation moved on to Casino, the retailer which might have qualified as a white knight in fighting of the Auchan bid, which did not appear in that guise and which, said analysts, could eventually become a takeover target itself. Casino moved up FF18.20 to FF1,230.50.

Lafarge, the cement group, fell DM13 to DM691 after the upward rerating enjoyed by the shares in the second quarter of this year; Escom, the ailing computer group, came back from suspension to close DM2.13 lower at DM2.50; and Deutsche Bahnclock hit DM63 before closing DM1.4, or 17 per cent, down at a 1993 low of DM6.50.

Mr Theo Kitz at Merck Finck in Düsseldorf said that Bahnclock had been promising restructuring and recovery over the last three or four years, and annually running into problems like the dollar, high wage agreements, or loss-making subsidiaries. Most ana-

MILAN extended early gains

FT/SE Advanced Share Indices

	Jul 4	THE EUROPEAN SERIES					
	Open	10.30	11.00	12.00	13.00	14.00	Clos.
FT/SE Eurostock 100	1707.24	1708.00	1710.04	1711.33	1711.48	1711.67	1710.32
FT/SE Eurostock 200	1736.85	1736.85	1741.04	1741.03	1741.10	1742.15	1743.00

Share price 1996/97 Midday 10.30 1708.00 1710.04 London 10.30 1708.00 1710.04 1743.00

Open 10.30 1707.24 1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

Close 10.30 1707.24 1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

High 10.30 1707.24 1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

Low 10.30 1707.24 1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

Midday 10.30 1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.00 1710.04 1711.33 1711.48 1711.67 1710.32

1708.

Global Institutional Fund Management Associates

Marketing and Account Management

Our client is a leading investment management division of a major US Investment Bank. They have significantly increased assets under management in competitive markets and continue to enjoy a rapidly expanding global client base. Due to this increase in business, they now seek to recruit highly talented and motivated account management associates.

The successful candidate, reporting to a Marketing Director, will provide analytical and quantitative market and client research and support all marketing activities. Origination and preparation of materials is an essential part of the role as is undertaking detailed technical analysis. Ensuring accuracy and relevance of global marketing information is mandatory. The individuals will be involved in ad-hoc research projects and the level of client exposure and account responsibility will increase in line with success and ability.

Candidates will be self-motivated graduates with a

degree from a top university. Ideally, with 1-2 years experience of working within a leading financial institution, preferably asset management, corporate finance or investment banking. A sound knowledge of financial markets and investment products is vital.

Individuals must demonstrate an independence of thought but have the ability to work in a team environment. Due to the global nature of this role knowledge of other European languages is preferable.

This London based role will suit dynamic young professionals with the tenacity and enthusiasm to succeed in a competitive investment management environment.

If you believe you possess these qualities, please call Elizabeth Andrew on 0171 269 2314 for an informal discussion. Alternatively, write to her enclosing a curriculum vitae at:

Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LH. Reference 289515.



Michael Page City
Specialist Recruitment Consultants

London Paris Frankfurt Hong Kong Sydney

DO YOU HAVE A VIEW ON TURKISH EMERGING MARKETS?

Then here's an outstanding prospect

City

Our client is one of the world's most successful and highly regarded international banks.

Their commitment to developing their sales and trading capability in the emerging markets of Turkey is reflected in the creation of a new team. To play a pivotal role within this team, you must have expert knowledge of Turkey and a minimum of 2-3 years regionally based experience of Sales or Trading with the Turkish Financial Markets. Ideally, a Graduate, fluent in both Turkish

and English, you will also have a broad insight into the Turkish economic situation, an entrepreneurial instinct and a 'trader's attitude'.

To apply, send full career details, quoting ref460, to Alastair Lyon, Confidential Reply Handling Service, Associates in Advertising, 5 St John's Lane, London EC1M 4BH.

Applications will only be sent to this client but please indicate any company to which your details should not be forwarded.

zia
ASSOCIATES IN ADVERTISING

MARKETING ADMINISTRATOR INTERNATIONAL INVESTMENT MANAGEMENT

If you are committed to pursuing a successful career in international investment management, then this major asset management organisation offers a challenging opportunity. Working in an exciting multicultural environment as part of a global marketing team, you will help achieve the highest professional standards across all written, marketing communications. Your principal area of responsibility will centre on the original creation and coordination of quality marketing documents including sales presentations, proposals and consultant questionnaires.

This demanding position, requiring excellent verbal and written communication skills and a meticulous attention to detail, calls for a committed team player who is capable of working on his/her own initiative. Educated to degree level, candidates should ideally have at least two years' experience in financial services, which would preferably include some experience of institutional investment management.

The remuneration package on offer reflects the importance of this role to our client's organisation.

Candidates should apply in writing, enclosing a full CV, to Elizabeth Williamson

Fax 0171-626 9400 Cleary Court, 21-23 St. Swithin's Lane Telephone 0171-626 1161 London EC4N 8AD Financial Recruitment Consultants

SHEPHERD LITTLE

PORTFOLIO ANALYST

Investment Management Group managing over £6 billion for more than 50 clients requires an analyst to support the implementation, maintenance and evaluation of their portfolios. The company makes extensive use of computer-based research, management, and evaluation systems. Working in a small team, you will be involved in the construction, execution and processing of trades, review of the portfolios relative to desired targets, analysis of trading costs and investment performance analysis.

You should be numerate with a good university degree and have some computing experience. Ideally you will have previously worked for an investment management organisation but any analytical background such as actuarial or accountancy would be acceptable. Compensation and benefits, including pension plan, health insurance, and profit sharing will be competitive for the right candidate.

Please reply in writing and confidence to:

Ian Lloyd, Managing Director
Cursitor Management Limited
66 Buckingham Gate, London SW1E 6AU
Member of IMRO

LEAD ATTORNEY ENVIRONMENTAL LITIGATION

A prominent international reinsurance carrier with substantial operations in North America seeks an individual who is familiar with both United States and United Kingdom reinsurance laws to manage and direct a recovery unit.

The individual should be familiar with all aspects of environmental, asbestos, and other long tail casualty coverages, as well as having established relationships within the London insurance market place.

The position is located in New York City and reports directly to the General Counsel of North American operations. This individual will also have a close working relationship with the corporate co-ordinator for environmental matters, who is located in Europe.

Compensation is fully competitive with relocation costs assumed by the client.

Please write in strict confidence to Christopher Beale in London or Richard Moyse in New York, at the following addresses:

Christopher Beale Associates Limited,
14 Queens Anne's Gate, St.James's Park,
London SW1H 9AA.

Thorndike Dehund Associates,
275 Madison Avenue, Suite 1300,
New York, NY 10016.

MANAGEMENT AND EXECUTIVE SEARCH CONSULTANTS
Members of Greenwich International
London Geneva Paris Madrid New York Milan Brussels

HEAD OF INTERNATIONAL PAYMENT PROCESS RE-DESIGN

Exceptional opportunity for an international payments professional to re-design and implement a state of the art payments operation to cope with the rapid change and growth in international payments.

As one of the UK's leading banking groups with a strong global presence, our client is seeking to make a key appointment in the business critical area of international payments. As an industry professional, the successful candidate will take the pivotal role of designing, implementing and managing a major change project within a wider re-engineering programme currently underway.

Working within the bank's international trade and payments area, the role demands not only strong technical qualities, but also exceptional leadership skills and the ability to manage complex re-engineering projects. Previous experience of leading and managing operational project management teams is a prerequisite, as is the ability to deliver solutions within agreed time scales. An analytical, enquiring mind is essential, as is the ability to understand complex problems, engineer solutions and understand their impact within a broader operational framework. Coupled with this, a strong

fundamental understanding of potential future developments within the markets is preferable. The successful candidate will be educated to degree level with extensive operational experience within a bank's international payments area and have experienced major change management or have a consulting background in operational project management.

This position is a key appointment for our client, hence only career minded individuals of the highest calibre with a desire to achieve professionally are invited to apply. For an initial discussion about this opportunity please contact Matthew Rowlands at Alexander, Mann & Partners, Alexander House, 9-11 Fulwood Place, London, WC1V 6HG. Telephone: 0171 242 9000 (Evening: 0973 391426) Facsimile: 0171 405 6434. All applications will be treated in the strictest of confidence.

ALEXANDERS, MANN & PARTNERS

EXECUTIVE SEARCH PARTNERSHIP

Euro London Appointments

Hare Place, 47 Fleet Street
London EC4Y 1BJ

SWAPS/DERIVATIVES - MIDDLE OFFICE

Prestigious International Bank has excellent opportunities for Graduate calibre candidates with proven SWAPS/Derivatives experience to join this exciting Middle Office area. You will have a minimum of 3 years' experience and capable of working with leading edge computer systems.

SENIOR EQUITY DOCUMENTATION OFFICER c£30K + EXC BKG PKG

Leading Japanese Securities House currently has a position within its Corporate Finance Department. You must have excellent product knowledge (particularly bonds/cds) to secure this challenging yet rewarding career move.

CURRENCY OPTIONS TRADE SUPPORT

Exciting opportunity exists within the Middle Office of this major international Bank. Ideally you will be in a similar role and possess a business related degree.

CREDIT ANALYST - FLUENT GERMAN

Successful European Bank seeks individual with minimum 2 years banking experience covering analysis of both Financial Institutions and Corporates. Acting as principal liaison between the German branches and the London Office you will be responsible for assessing the credit worthiness of all prospective and existing clients. Ideally you will have experience in a European, preferably German working environment. A truly varied and responsible role!

Tel: 0171 583 0180

Fax: 0171 583 7800

TRADE SUPPORT - OTC Derivatives

Competitive Banking Package - City

Our client, a leading global investment bank, is currently seeking a high calibre banking operations professional to support its OTC Derivatives Trading Team. Liasing with brokers and counterparties, you will match incoming confirmations against known details and negotiate a favourable resolution to any discrepancies.

To qualify, you must have a degree and a minimum of two years' experience of handling OTC derivative confirmations for both interest rate and equity trades. Familiar with a broad range of products, including Bond Options and Equity Derivatives, you will need an in-depth knowledge of ISDA confirmations, ISDA master agreements and related definitions. The ability both to recognise and resolve complex credit and legal issues is also essential, calling for excellent teamwork skills and a flair for persuasive negotiation.

Finally, you must be organized and PC literate, while fluency in at least two of the following languages would be desirable: French, Spanish, Italian and German.

An attractive salary and benefit package awaits the successful candidate.

To apply, please write with your CV, including current remuneration, quoting reference 452, to Alastair Lyon, Confidential Reply Handling Service, Associates in Advertising, 5 St John's Lane, London EC1M 4BH.

Applications will only be sent to this client but please indicate any company to which your details should not be forwarded.

zia
ASSOCIATES IN ADVERTISING

DEALER/CHIEF DEALER

FX Spot Major Currencies

Intl Bank top 100

For a post in choice in one of the bank's branches in Europe. Applicants must have a min of 3 yrs experience. Attractive salary package, bonus and profit sharing scheme. Send detailed CV and references.

Applications treated with strictest confidence.

Ref: Options International Employment -
NASI/MMA
P.O. Box 970, Zurich 8039, Switzerland



Les Echos

Le Journal de l'Économie

The FT can help you reach additional business readers in France. Our link with the French business newspaper, Les Echos, gives you a unique recruitment advertising opportunity to capitalise on the FT's European readership and to further target the French business world. For information on rates and further details please telephone:

Toby Finden-Crofts on +44 171 873 3456

The Company

Our client, a UK multinational, with distribution and retail outlets throughout North America, the UK and large areas of continental Europe, is one of the largest and fastest growing companies in its sector. Significant European acquisitions have been made over the last two years with more planned. Recent enhancement of UK head office operations and the rapid expansion in Europe has created the need for two additional senior financial staff.

For further information, please write with your CV to Gary Johnson (Audit) or Jane Braithwaite (Tax) at Douglas Llambias Associates, 10 Bedford Street, London WC2E 9HE. Tel: 0171 420 8000, Fax 0171 379 4820, e-mail: info@llambias.co.uk

DLA

European Audit Manager**Central London to £60,000 + Car + Benefits****The Role**

The individual will establish internal audit in Europe and will be responsible for building a team of highly proficient professionals. The diversity of operations and locations will necessitate a project orientated, value for money approach to review and advise on effective and co-ordinated reporting controls across Europe.

The Candidate

The ideal candidate will hold an ACA or CPA qualification with a minimum of four/five years post qualification experience in a corporate environment or accounting practice. Exposure to international business, proven communication skills and an ability to work with tact and diplomacy whilst managing change in a fast moving environment are all important. Travel in the initial stages will be significant with fluency in other European languages being a distinct advantage but not a prerequisite.

**DOUGLAS LLAMBIAS ASSOCIATES
RECRUITMENT CONSULTANTS**

International Tax Adviser**Central London to £60,000 + Car + Benefits****The Role**

Responsibilities will include:

- Group cross-border tax planning and forecasting.
- Identifying opportunities for tax savings throughout the group.
- Establishing clear, consistent and sustainable tax strategies for all facets of the business.
- Advising on tax effective structuring of acquisitions and other transactions, including reorganisations.

The Candidate

The successful candidate should be a Chartered Accountant with a minimum of five years general tax experience (including at least two years in International tax) gained in either the profession or industry. Candidates should demonstrate good interpersonal skills with the ability to communicate at Board level, both within Europe and the US. This represents an excellent opportunity for a senior tax professional seeking a challenging and stimulating role in a dynamic, fast growing environment.

DLA

c. £90,000 package + benefits**Major Plc Principal Division****Midlands****Finance Director**

Exceptionally interesting and broad FD role focused on strategy, change management and performance improvement in a highly successful group, joining a dynamic, newly appointed senior management team. Requires an ambitious FD who will bring fresh ideas, enhanced financial disciplines and commercial rigour to a group of c. £500 million turnover core business units operating in a fast-changing environment. High profile with main board career potential in line or finance role.

THE ROLE

- Instil a profit-focused and performance-driven culture through the provision of first-class MIS, reporting and control systems to enhance decision making.
- Work closely with Main Board Director responsible for the Division and business unit managers in developing and implementing a market-led strategy. Upgrade Capex appraisal and monitoring processes for a c. £100 million p.a. spend.
- Develop, motivate and involve the young, high calibre finance team directly in the growth and commercial success of the business.

Leeds 0113 2307774
London 0171 493 1238
Manchester 0161 499 1700

Selector Europe
Spencer Stuart

Please apply with full details to
Selector Europe, Inc. 1250 Avenue of the Americas,
14 Cornhill Plaza, New York NY 10020

IFSC, DUBLIN

Daiwa Europe Bank plc, is the principal banking subsidiary of Daiwa Securities Co. Ltd., Tokyo. Its Dublin operation provides fund administration, trustee, global custody and related services to Irish and Offshore domiciled funds.

MERC Partners has been retained to assist in the recruitment of a Senior Manager.

**DAIWA****SENIOR MANAGER**

Reporting to the Head of Operations, the person appointed will be responsible for the overall management of the trustee and compliance functions, for the integrity of financial and regulatory reports, and for the continuing development of the MIS and administration systems. The appointee will be expected to make a key contribution to the management of the Irish operation.

Candidates will be qualified chartered accountants with at least five years experience gained in a regulated financial services environment, ideally in the mutual funds industry. They will have good interpersonal and communications skills and will be able to function effectively in a closely knit collegial management team. Systems and computer literacy will be a prerequisite.

An attractive remuneration package will apply to this important appointment.

Please write - in strict confidence - enclosing a curriculum vitae and quoting reference number 96488 to:

Brian G. Ward,
MERC Partners,
Number Twelve,
Belgrave Office Park,
Closknagh,
Dublin 14.
Fax: 00-353-1-283 0550
e-mail: postmaster@mrcpartners.ie

**mrc
PARTNERS**

Selection & Human Resource Consultants
Member of the Executive Selection Consultancies Association

Group Financial Controller**Leading European Financial Institution****to £70,000 + Bonus + Benefits**

Our client is a leading integrated investment house, and is part of one of Europe's largest banking groups. It offers a full range of investment banking services and products, including banking, corporate finance, securities and fund management. In response to increasing business demands, its UK Group Finance function now requires a high calibre professional to be Group Financial Controller. Responsibilities will include:

- Managing the production of all consolidated financial information, including management accounts and statutory accounts.
- Management of regulatory reporting to UK and European authorities.
- Provide proactive support and expert advice on financial control accounting issues and internal policies.
- Managing and developing a sizeable team of professionals and making a management contribution across the whole finance function.

HARVEY NASH PLC

Candidates will be graduate ACA's with a minimum of 8 years' PQE preferably gained within a financial services group. They will display outstanding technical skills and possess strong financial control and regulatory reporting experience. Delivery focus, relationship building and communication skills will be of the highest order and be commensurate with a position of this seniority.

This represents an outstanding opportunity to join one of Europe's most dynamic and professional financial institutions.

If you believe you have the experience and dedicated approach, then please write to our advertising consultant, Jonathan Kidd, enclosing an up-to-date curriculum vitae including daytime telephone number and salary details, at Harvey Nash Plc, 13 Bruton Street, London W1X 7AH. (Tel: 0171 333 0833, Fax: 0171 333 0832). Please quote reference number HNF145. You may also apply via http://www.hnplc.com/Harvey_Nash.

City**£55,000****- 10 -****£60,000****+ Car****+ Bonus****+ PRP****C. LONDON**

fss
FINANCIAL

"Exceptional career opportunity for experienced Chartered Accountant"

MANAGER - CORPORATE REPORTING**Major International Transportation Group**

Our client is a quoted International Transportation Group with a turnover of \$1.3 billion, operating through a worldwide network of offices and facilities. The Group has made substantial progress towards its goal of achieving market leadership in a range of niche industries requiring unique levels of technology and customer service, and which complement its successful and established core business. A strategy of targeted acquisitions coupled with profitable growth will be vigorously pursued over the next few years.

The appointment of Manager - Corporate Reporting has resulted from a promotion to a subsidiary Controllership, and will be a highly visible role in the Group's Corporate Function.

Based in prestigious Central London offices and reporting to the Chief Financial Officer, you will manage a team of Chartered Accountants and have responsibility for overseeing all aspects of the Group's internal and external reporting process. This will include reviewing all monthly and quarterly internal reports, external reporting to shareholders and regulatory reporting. You will also be involved in the development and implementation of new systems, and will provide technical advice and guidance to the Accountants and Controllers of the Group's worldwide operating subsidiaries on all accounting policy and related issues.

Additionally, you will work closely with the Chief Financial Officer in a wide range of ad-hoc projects, including reviewing the financial implications of business issues such as mergers, acquisitions, joint ventures, public offerings and financings. For this appointment we are seeking a high calibre graduate Chartered Accountant (or CPA) aged 33-40, with excellent technical experience gained either in practice or in industry, including exposure to complex international multi-currency consolidations and US GAAP. You will have proven management, organisational and communication skills and a good knowledge of personal computers and related software.

If you wish to be considered for this exceptional appointment offering progression within the Group, please call our advising Consultant, Suzanne Swysher on (44) 0171 209 1000 or preferably send fax your CV (quoting reference FT0056) to FSS Financial, Charlotte House, 14 Windmill Street, London W1P 2DY (fax: (44) 0171 209 0001).

fss
FINANCIAL

Price Waterhouse
EXECUTIVE SEARCH & SELECTION

European Controller

Shaping Financial Operations Across Europe

c.£70,000 + bonus + benefits M4 Corridor

We can boast...

...twenty years of unrivalled continuous achievement demonstrated by corporate annual growth of 170% and turnover of \$370 million. We have captured over 70% of our world market with a superior reputation for precision, quality and technological sophistication at the tech end of the hi tech field. There is no doubt that we are moving fast; the corporation in Europe (with sales approaching \$100 million) has undergone fundamental change to meet the challenge of building on our success.

We need...

...someone with special qualities to direct and reshape our financial operations throughout Europe. The challenge demands leadership and you must be able to prove your ability to deliver profound organisational change to integrate our finance function with our restructured European business.

Responsibilities will include...

...internal and external financial reporting, cash management, planning, forecasting and taxation at the head of a team of six. Reporting directly to the European President and senior financial management in the US, you can expect to travel throughout the region as you drive the function forward.

You will be...

...a graduate CA of at least ten years standing with a significant proportion of that time controlling a pan-European operation. A background in a hi-tech environment rounded off with language skills would be perfect. Above all, you will retain the opportunity of employing your experience as a change agent on a European stage.

The offer

Our working environment is highly dynamic and we pursue a policy of constantly sharing ideas and encouraging individual expression and team performance.

As a member of the European senior management team, the range of benefits you enjoy will match the responsibility you carry. There is enormous scope for personal development in a qualified, global culture which provides both challenge and excitement.

If you can match our offer...

...contact our advising consultant, David Hunter, quoting reference L/1639 at:

Executive Search & Selection,
Price Waterhouse, No. 1 London Bridge, London SE1 9QL.
Fax 0171 403 5265
E-mail: David_Hunter@Europe.notes.pw.com

CRT
Tapping Potential

Group Financial Controller Business Services

Up to £45,000 + Bonus & Benefits

Key senior management role at the heart of profitable and ambitious market-leading UK plc.

CRT GROUP PLC

- Profitable £100m turnover group. Rapidly growing organically and by acquisition. Investing for the future.
- Lean and non-bureaucratic. Led by passionate corporate team which is small and cohesive.
- Market leader in core service products. Tight financial controls. Acquisitive.

THE POSITION

- Responsible for all group and management accounting, consolidations and tax. Report to Group Finance Director.

Please send full cv, stating salary, ref MN60701, to NBS, Courtill House, Water Lane, Warrington, Cheshire SK9 5AP.

N & SELECTION LTD
a NBS Resources plc company

NBS

North West

- ◆ Develop and maintain internal controls. Interpret and investigate management reports. Support acquisitions.
- ◆ Maintain group accounting standards. Close liaison with subsidiaries and external advisors.

QUALIFICATIONS

- ◆ Graduate ACA, ideally "Big Six" trained. Probably 5-10 years' PQE. Possibly first position out of profession.
- ◆ Outstanding technical skills. Keen eye for accuracy and detail. IT literate.
- ◆ Articulate, bright and self-motivated. Committed and energetic. Enquiring and influential.

Manchester 01625 519953 • London 0171 493 6192
Aberdeen • Birmingham • Bristol • City
Edinburgh • Glasgow • Leeds • London
Manchester • Slough • Madrid • Paris

FINANCIAL DIRECTOR

c.£55K + Bonus up to 40% + Car + Bens

Our client is a growth orientated, profitable subsidiary of a major international plc. With a turnover of £45m, they are a high volume engineering component manufacturer in the process of adopting world class manufacturing techniques to service global markets. The organisation comprises manufacturing and sales operations in the UK, Europe and Far East.

Due to a recent reorganisation, they now seek to recruit a commercial goal oriented Financial Director. Reporting directly to the Managing Director, the successful candidate will have total responsibility for all financial affairs of this business including commercial business reviews, installing and maintaining good financial controls, and maintaining

West Midlands

strong working capital disciplines. The Company has recently embarked on a significant investment in global enterprise systems and this project would be the responsibility of the new FD.

Applicants must be aged between 35 to 45, a qualified accountant possessing strong costing and systems implementation experience gained preferably in an international commercial engineering / manufacturing environment. They must be able to demonstrate commercial flair and be proactive in a management team.

Interested candidates should write to:
Nick Stephens at 126 Colmore Row, Birmingham
B3 3AP, enclosing a full Curriculum Vitae.
Fax: 0121 236 5350

AA GROUP

NICHOLAS ANDREWS

birmingham • cambridge • leicester • nottingham • windsor

European Accounting Centre Manager Excellent Salary and Benefits

With a customer base which includes many of the Fortune 500, this medium sized, successful US based public company is a world leader in high performance computer products.

The company is consolidating its European financial organisation and creating a multi-country accounting department based in Slough. As a result, an opening now exists for a qualified Accountant with a degree plus international and supervisory experience. Hands-on computerised accounting systems experience and PC skills are a must, as is a good working knowledge of French (German would be a real plus).

MOXON-DOLPHIN-KERBY

INTERNATIONAL SEARCH & SELECTION

Appointments Advertising

appears in the UK
edition every
Wednesday &
Thursday and in the
International edition
every Friday

For further information
please call:

Andrew Skarzynski on
+44 0171 873 4054

Toby Finden-Crofts on
+44 0171 873 3456

COMMODITIES ANALYST

A leading Australian stockbroker is actively seeking a Commodities Analyst to be based in its London office. As a member of our highly regarded International Resources Research team, you will assist with the analysis of base metal markets, and the markets for bulk commodities, including coal, alumina, and iron ore. An outstanding professional record in either a technical or business analyst capacity and the ability to communicate with industry and client groups at an advanced level is critical. A good degree in geology, mining, metallurgy, or economics is preferred, together with several years experience in the analysis of metal markets. In addition to your analytical ability you will need effective marketing and client relationship skills, with a high degree of drive, initiative, and professional integrity.

Confidential applications for this position should be forwarded to Mr Graham Smith,
J.B. Were & Son Ltd, Aldermaston House,
10-15 Queen Street, London EC4N 2TZ.
Tel: (0171) 203 4919. Fax: (0171) 606 2452

VENTURE CAPITAL

Mature Chartered Accountant - not less than £30,000 Required by leading London Private Equity Management group. Prime responsibility for the accounting and administration of a number of funds. Must be able to communicate effectively at highest level. Financial Services/Investment Administration experience essential. Disciplined and able to work under pressure/meet deadlines. Good sense of humour, ability and desire to work in a small team.

Box Number A5904, Financial Times,
One Southwark Bridge, London, SE1 9HL.

مؤسسة الإمارات للاتصالات - اتصالات
Emirates Telecommunications Corporation - Etisalat



Emirates Telecommunications Corporation - Etisalat - the official telecoms administration of the United Arab Emirates, is both well established and a leading telecoms provider in the Gulf Area. Employing more than 5,000 staff and operating through 6 branches, the Corporation uses the latest technology to provide telecoms services to the UAE and other parts of the world.

Due to its planned and rapid expansion of business and activities, the Corporation seeks suitable qualified and experienced personnel for the following positions at its Head Office in the beautiful city of Abu Dhabi.

I. FINANCIAL CONTROLLER (Ref. FC/96)

To be responsible for finances and accounting functions which broadly cover management, costing and systems accounting, stores accounting, cash management, financial feasibility studies, short and long term corporate planning, standardization of systems and procedures, budgetary and cash controls and consolidation of accounts. Should be well conversant with funding, public offering, debt instruments and should also be familiar with stock markets.

2. ASSISTANT MANAGER ACCOUNTS (Ref. AMA/96)

To be responsible for complete accounting functions, broadly covering management and cost accounting, stores accounting and preparation of budgets and accounts. Should be well conversant with project feasibility studies, their funding, short and long term planning, standardization of procedures and reporting systems. Track record of project management will be an added advantage.

3. SENIOR DEVELOPMENT ACCOUNTANT (Ref. SDA/96)

To be responsible for designing and developing technically sound accounting systems and procedures. Should be well conversant with information technology, financial planning, management and stores accounting and project feasibility studies.

REQUIREMENTS:

Candidates for the above positions must be members of any Institute of Chartered Accountants in England or Scotland or Ireland with a minimum of 15 years experience of which 5 years at senior management level and should be familiar with all computer applications and systems. Experience in telecommunications and satellite industry will be preferable.

SALARY

Excellent tax-free salary commensurate with qualifications and experience will be offered.

AND OTHER BENEFITS

Furnished family accommodation	Annual increment
Medical & Educational assistance	Yearly bonus
Family annual air passage	Terminal gratuity
2 year renewable contract	44 days annual leave

Interested candidates may send their applications together with a recent passport size photograph and copies of supporting documents within 10 days from the date of this advertisement mentioning job reference on the application to:

The Senior Recruitment Officer
P.O. Box 3838, Abu Dhabi, U.A.E.

Group Finance Director Main Board – Glenmorangie plc

Excellent Package + Bonus

Outstanding commercially-minded finance professional with first-class technical skills to make significant contribution to Group's growth and development.

THE COMPANY

- ◆ Produces some of UK's most prestigious brands of single malt and blended whisky.
- ◆ Turnover £35m+, 60% export. Profit £6m+. Undergoing significant evolution and growth.

◆ Well established through worldwide distribution network. Main overseas markets in Europe and America; also in Africa, Middle East and Australasia.

THE POSITION

- ◆ Direct all group financial management. Responsible for accountancy, treasury, IT and company secretarial. 12 reports.
- ◆ Contribute to development of strategic plan for international growth. Board member. Report to MD.

Please send full cv, stating salary, ref EB467A1, to NBS, 42 Frederick Street, Edinburgh EH2 1EX

Edinburgh 0131 220 2400 • London 0171 493 6192
Aberdeen • Birmingham • Bristol • City
Edinburgh • Glasgow • Leeds • London
Manchester • Slough • Madrid • Paris

NBS

Finance Professionals Be Part Of A World Class Service

CSL Managed Services, the outsourcing arm of Deloitte & Touche, is seeking to expand its range of outsourced financial accounting services across Europe including establishing its first International Accounting Centre in the UK.

We require finance professionals to lead these initiatives. The successful candidates will be able to demonstrate a track record of initiating and implementing change at a senior level and the ability to lead and motivate large groups of people to deliver client focused services.

You will ideally possess the following:

- UK or European professional accountancy qualifications.
- Extensive accounting experience, preferably in two of the following countries: UK, France, Germany, Italy, or the Netherlands;
- Excellent communication skills in English and, preferably, one of the following: French, Italian or German;
- User experience of SAP and ORACLE financials.

An attractive negotiable package is offered.

For further details, please call Fred Purnell on 01908 830900, or send your CV direct to CSL Placements, Ashton House, Silver Boulevard, Central Milton Keynes, MK9 2HG. Alternatively, e-mail Placements@CSL.Touche.co.uk.

CSL

"Equal opportunities in action"

Bolaffin & Steele

CABOUCHON

Middle...

JULY 5 1996

JAN 16 1996

Chief Financial Officer

Treasury and control expert

Western part of the Netherlands

Our client is a major international commodity trading company operating through its own network of offices worldwide. The company is presently involved in an acquisition process which will eventually more than double its turnover. In order to support this expansion and to upgrade, manage and monitor information flows, treasury function and planning processes, the company now seeks to recruit a high calibre professional for the vacant position of Chief Financial Officer. Excellent technical and interpersonal skills and a high level of personal integrity are absolute requirements for the position.

Tasks and responsibilities:

- Delivering fundamental input to long-term strategy and operational plans.
- Upgrading and optimisation of the use of the company's financial resources.
- Co-ordinating the realisation of planning, budgeting, forecasts and management reports.
- Optimisation of tax planning and reporting
- Development of integration mechanisms for acquired companies.
- Evaluation of investments and acquisition proposals.
- Liabilities with tax authorities, banks, auditors and other consultants.

Interested candidates should send a comprehensive CV to Michael Page, 'Apollo House', Gorla van der Veenstraat 9, 1077 DM Amsterdam, The Netherlands, quoting reference RO/44864, attention Roderick B. van der Valk. For further information please call 00 31 20578944.

Profile of the suitable candidate:

- Broad business view with exceptional commercial acumen.
- Creative, strategic thinker with an entrepreneurial spirit.
- Strong analytical and problem solving skills.
- Absolute fluency in German and English.
- Extensive experience on a senior level in a multicurrency (preferably commodity trading) company.
- Capability to contribute efficiently and effectively in a non-hierarchical, informal, international team.

Interested candidates should send a comprehensive CV to Michael Page, 'Apollo House', Gorla van der Veenstraat 9, 1077 DM Amsterdam, The Netherlands, quoting reference RO/44864, attention Roderick B. van der Valk. For further information please call 00 31 20578944.



Michael Page International

International Recruitment Consultants
London Paris Amsterdam Dusseldorf Frankfurt Hong Kong Sydney

FINANCIAL SYSTEMS MANAGER

Dynamic Growth Environment

Our client is a rapidly growing division within a major global player in telecommunications whose products and services enjoy a high profile reputation worldwide. This rapid growth division (turnover c.£250 million) is itself a profitable market leader. To support future growth and development this broad and demanding role has arisen.

Your objectives will be to:

- Project manage a major systems integration programme
- Evaluate and influence the cost effective and prompt resourcing of systems needs
- Ensure that Commercial Management are able to utilise information to maximise profitability
- Develop open communication and understanding between all users and providers

The above will require that you are a Qualified Accountant with the commercial and strategic vision to ensure that systems are developed and utilised to support a maximum level of profitable growth. An in-depth technical systems knowledge is not essential. Previous experience in a senior role within a team implementing such a system is however vital. Your leadership and influencing skills will be crucial in opening communication channels and achieving acceptance of your ideas and plans. Above all your flexibility in this environment of dramatic change and growth will be essential.

Interested candidates should write with full CV, quoting current rewards package to Karen Wilson, Hoggett Bowers, 7-9 Bream's Buildings, Chancery Lane, London EC4A 1DY, Tel: 0171 430 9000, Fax: 0171 405 5995 quoting ref: HKW/4528/FT.



Hoggett Bowers

EXECUTIVE SEARCH & SELECTION

THE PSD GROUP

vertex

North West

c. £70,000 + bonus + benefits

Finance Director

Vertex, a £200 million subsidiary of United Utilities plc, is an independent business employing 3,500 people, aiming to be the first choice supplier of technology-based managed services to both group and external customers throughout the UK. A top-flight Finance Director is sought to contribute at a strategic business level as well as provide the systems and accounting support demanded by a new and growing company. A superb career-building opportunity for a fast-track professional.

THE ROLE

- Reporting to the Managing Director, responsible for a team of 25 and for all aspects of statutory and management accounting.
- Working closely with the executive team to review business ventures, representing Vertex externally during contract discussions and partnership opportunities.
- To complete the establishment of systems for the newly formed business, ensuring a framework of controls and range of management information to underpin ambitious plans for future growth.

Leeds 0113 2307774
London 0171 493 1238
Manchester 0161 499 1700

Selector Europe
Spencer Stuart

Please apply with full details to:
Michael Page, 39-41 Parker Street,
London WC2B 5LH, quoting reference 297221.

CABOUCHON

UK Finance Manager

Salary to £38,000

Middlesex

Cabouchon was established in October 1990 in the UK and specialises in the supply of beautiful hand-finished 18 carat gold and silver or rhodium plated jewellery which is distributed through a network of independent consultants.

Since 1990 Cabouchon has built up a significant presence in Europe, notably France, Germany, Switzerland and Sweden. During March 1996, in keeping with plans for global expansion, Cabouchon entered the Asia Pacific market.

Cabouchon's success and exceptional growth rate have been widely acknowledged by the international press - 1995 sales at retail value reached £140 million.

As a result an opportunity has now arisen for a UK Finance Manager to join Cabouchon in a 'hands-on' role managing a team of 10 people and ensuring the smooth functioning of the finance department.

Reporting to the Group Financial Controller interfacing with the UK Board and working within a complex and dynamic environment, key areas of responsibility will include:

- Day-to-day running of the Finance Department.
- Leading and motivating an expanding finance team.

MP
Michael Page Finance

Specialists in Financial Recruitment
London Bristol Birmingham Edinburgh Glasgow Leatherhead Leeds
Maidenhead Manchester Nottingham St Albans & Worldwide

FINANCE MANAGER

c.£40K+Car+Benefits Central London

Our client is an expanding international consulting and publishing group of companies. They are looking to appoint a Finance Manager who will have responsibility for handling its financial and management accounting. Career prospects are excellent and the successful candidate can look forward to appointment to the Board.

The Role

Reporting to and working very closely with the Finance Director.

The Requirements

A qualified accountant, probably aged 30-35.

Supervision of a small accounting team.

A "hands-on" professional with good IT experience and knowledge and the ability to develop and implement system changes and improvements.

Controlling development and implementation of vital management information systems and timely delivery of the data to the Directors and Managers of the businesses in the UK and overseas.

A high level of skills combined with the ability to manage and motivate staff.

Production of statutory accounts and tax computations in close co-operation with the auditors.

The ability to become involved in various aspects of the business.

Please reply in writing enclosing a full cv including current salary to:

Howard Midgen FCA
Reed Taylor Simlers
1 Tyburn Lane, Harrow
Middlesex HA1 1AG

REGIONAL FINANCIAL CONTROLLER

HIGH PROFILE, COMMERCIALLY FOCUSED ROLE

NORTH WEST

TO £50,000 + CAR + BONUS

■ Exciting opportunity to join market leading retailer of branded capital goods/services. Help spearhead a major change programme and contribute to business development as a key member of the regional senior management team within one of the largest and most complex regions.

■ Part of a major plc with turnover in excess of £1 billion, highly regarded for its commitment to customer service and quality, and offering considerable scope for future career development.

■ Highly commercial role, focused on:

- Challenging traditional business processes;
- Analysing customer/product profitability;
- Reshaping the business to deliver better returns;
- Delivering accurate business plans and forecasts;

Please apply in writing quoting reference 1175 with full career and salary details to:

Name: _____
Whitehead Selection Limited
11 Hill Street, London W1X 8BB
Tel: 0171 290 2045
<http://www.great.co.uk/whitehead>

**Whitehead
SELECTION**

A Whitehead Group PLC company

Group Financial Controller

Newly Created Position

London

To date the Environmental sector has been characterised by small, fragmented, specialist businesses. Our client, a recently formed company, is the first group to offer customers worldwide, fully integrated solutions combining technologies, products and services satisfying all their environmental needs.

Backed by an impressive senior management team and in a market which is forecast to exceed \$300 billion by the turn of the century, this company has tremendous potential. Largely through strategic acquisition as well as organic business development, turnover is expected to grow to £40 million by the end of 1997 when flotation is planned.

This position represents a rare opportunity for a young accountant of the highest calibre.

Reporting directly to the Group Finance Director, you will be responsible for the provision of high quality, technical and commercial support on all

group financial matters. This will involve setting up and managing the entire range of financial accounting, reporting, budgeting and analysis functions and acting as a liaison between Head Office and the UK and overseas subsidiaries. Additional responsibilities will include the analysis and review of acquisition targets and extensive preparation for the flotation of the business.

The successful candidate will be a graduate qualified accountant (aged 27-35) with a proven record of experience at a senior level within a commercial environment. A strong personal presence and outstanding interpersonal skills, combined with an energetic approach are essential.

If you are interested in applying for the role please send a full curriculum vitae, salary details and daytime telephone number, quoting reference 297221, to Richard Letcher at Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH or fax 0171 631 2612.

MP

Michael Page Finance
Specialists in Financial Recruitment
London Bristol Birmingham Edinburgh Glasgow Leatherhead Leeds
Maidenhead Manchester Nottingham St Albans & Worldwide

© Michael Page International Ltd 1996

Assistant Director of Finance

c.£43,000 + Car + Benefits

Egham, Surrey

The Hanover Group is a national player in the Housing Association movement. It serves the housing and support needs of around 20,000 older people.

The group enjoys a turnover in excess of £40 million and manages over 14,000 rented, leasehold and freehold homes throughout England. Well placed for further expansion, a need has arisen to strengthen the finance function.

The role of the Assistant Director of Finance is broad and challenging. At a group level the successful candidate will be involved in strategic planning, information systems development, financial reporting and deputising for the Director of Finance. Treasury functions and full responsibility for the finance function of a subsidiary company are also key aspects of this role.

You are likely to be a qualified Chartered Accountant with commercial acumen who is used to delivering a service to non-financial functions. You will need at least five years management experience and have an empathy with the housing sector. First hand experience of working in a housing association is not necessary.

This is a new position in a dynamic and constantly changing environment and will offer a highly rewarding challenge to the right candidate.

If you would like to be considered for this position, then please write, explaining why you are interested in the role, to Stephen Hockey MBA at Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH.

The Hanover Group is an Equal Opportunities Employer.

MP

Michael Page Finance
Specialists in Financial Recruitment
London Bristol Birmingham Edinburgh Glasgow Leatherhead Leeds
Maidenhead Manchester Nottingham St Albans & Worldwide

MANAGEMENT

Painted by some as the data processing equivalent of selling the family silver, few areas of information management create as much controversy as outsourcing.

An increasingly fashionable practice of devolving responsibility for a company's data processing activities to a third party, it has been hailed as a way of regaining managerial and financial control over the notoriously wayward information technology function. Critics maintain, however, that outsourcing contracts frequently favour the vendor and that savings are hard to identify. New research in the US and Europe suggests they may be right.

Commitment to outsourcing varies from company to company. Some contract out single IT services while others transfer not only their entire processing workload but also responsibility for their IT staff and equipment.

Once dominated by a few big players - EDS and CSC in the US, and Hoskyns Group (now part of Cap Gemini Sogeti of France) in the UK - the market has both fragmented and changed fundamentally with the advent of superdeals worth many millions of dollars and lasting up to a decade. EDS, for example, announced a \$3.2bn, 10-year deal with Xerox Corporation in 1993.

US firms which have outsourced IT operations in this way include Eastman Kodak, Continental Airlines and General Dynamics. In the UK, the list includes BP Exploration, British Aerospace and government departments including the Inland Revenue and the Department of Social Security.

While there are clear dangers in giving away a company's information assets, the case for outsourcing on the grand scale is undeniably attractive. It offers companies the opportunity to cap IT spending while allowing them to concentrate on their core activities.

It should result in more effective IT, in a development which it calls "co-sourcing". EDS, the world's biggest outsourcing group, has introduced the concept of a partnership between itself and its customer to their mutual benefit. It is a "collaborative relationship based on delivering business value that is clearly defined and measured in the customer's terms."

Evidence is beginning to accumulate that outsourcing can deliver what it promises. An international survey* by the PA Consulting Group in June found a strong correlation between high levels of outsourcing and enhanced stock market performance. "The top five strategic sources outperformed the FT-SE index on average over three years by more than 100 per cent," PA notes. "The bottom five underperformed the FT-SE by more than 66 per cent."



Buyers beware when handing over responsibility for IT to a third party, warns Alan Cane

Tapping into outsourcing

However, the PA team subsequently revealed that only five per cent of the companies they questioned were getting the full benefits from their outsourcing contracts while avoiding drawbacks.

The biggest problem with most outsourcing contracts, according to a new study** from Templeton College, Oxford, is unanticipated costs.

In one example, a petrol company was charged almost \$500,000 in excess fees in the first month of a new contract.

One of the most exhaustive of its kind, the Templeton study was carried out by Mary Lacity, an assistant professor at the University of Missouri, and Leslie Willcocks, Fellows of Templeton. Both are veterans of the outsourcing debate and neither are likely to fall for outsourcing hyperbole. In a study published in 1993, Lacity warned that outsourcing was no panacea for information systems problems and that contracts carelessly written could attract unexpected costs.

The Templeton work takes this argument further. In about half of 61 deals analysed in 40 US and UK organisations, the expected cost savings either failed to materialise or were not obvious.

Lacity and Willcocks are particularly critical of deals based on strategic partnerships between vendor

and client, none of which produced the expected cost savings. Strategic partnerships often result in poorly negotiated contracts which favour the vendors. Tailored contracts which specify costs and requirements are preferable," they say.

They are also critical of the fashion for long-term contracts: "Short-term contracts are preferable to long-term contracts for several reasons," they write. "First, technology and business conditions cannot be predicted for more than three years, thus making contracts increasingly outdated as time progresses.

"Second, short-term contracts motivate vendor performance because vendors realise customers may switch suppliers when the contract expires. Third, short-term contracts allow companies to recover and learn more quickly from mistakes."

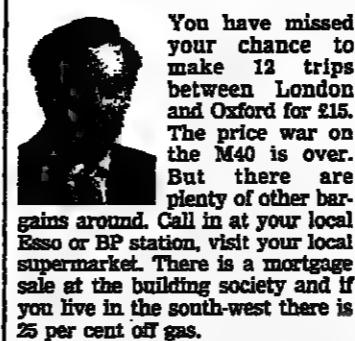
David Thorpe, EDS managing director in the UK, counters that much depends on the nature and flexibility of the contract. There would be little point in forming a strategic partnership with a company looking only for commodity data processing. Co-sourcing comes into its own, he says, when the customer is looking for innovation.

*PA Strategic Sourcing 1996; PA Consulting Group, 128 Buckingham Palace Road, London SW1 5EE, UK, 2395.

**Best Practices in Information Technology Sourcing, Templeton College, Oxford University, UK, 555.

JOHN KAY

How to make a price war pay



You have missed your chance to make 12 trips between London and Oxford for £25. The price war on the M40 is over. But there are plenty of other bargains around. Call in at your local Esso or BP station, visit your local supermarket. There is a mortgage sale at the building society and if you live in the south-west there is 25 per cent off gas.

A successful price war was the one Philip Morris began on Marlboro Friday, April 2 1993. The company cut the price of the world's best-selling cigarette by almost 20 per cent - and in the process knocked almost \$10bn (£5.5bn) off the market value of the company.

What the market did not understand was that Marlboro Friday was not so much the beginning of a price war as the beginning of the end of a price war. Marlboro's share of the US cigarette market, once around 30 per cent, had fallen to 22 per cent. Producers of premium cigarettes, such as Marlboro, had responded to falling volumes of cigarette consumption by pushing up prices to maintain profits.

Manufacturers of generic cigarettes had held down prices to maintain volume. The widening gap between premium and generic products had been filled by low-cost brands, American Tobacco - which had once dominated the US industry but had since undergone steady decline - was leader in that intermediate segment.

A price war can only pay if its long-run result is to change market structure or market behaviour. Philip Morris succeeded in doing both. The price war largely destroyed the cheap brands, and American Tobacco quit the market altogether, selling the remains of its operations to BAT.

And the threat of continuing price competition forced the terms of an armistice between the generic manufacturers and the premium producers. By 1995 Marlboro had regained its lost market share and premium and generic prices

were drifting up together. The PM share price more than recovered its lost ground.

A few months after Marlboro

Fri-day, News International cut the price of The Sun and The Times and began a price war in the British newspaper market. Three years later, it does not seem that they have succeeded in making a permanent change either to market structure or market behaviour.

The Independent is still there, and the only paper to quit has been News International's title, Today.

The Daily Telegraph accepted that it could maintain only a limited price differential over The Times. Oxford remains the showpiece of

Identifiable objectives, depths of resources and strength of commitment are the keys to success in a price war

bus deregulation. In the early days the city's traffic was brought to a halt by the density of competing bus services. Last autumn, the simmering rivalry between Thames Transit and the Oxford Bus Company became open warfare when the former offered an alternative to the latter's monopoly on the Heathrow run. Successive price cuts culminated in both companies offering a £3 return fare. The price war continued through the winter, with both companies filling their coaches but draining their revenues.

But as the academic year ends, the students disperse and the dons make their last trip to Heathrow until the September academic conference season. The balance of traffic shifts from knowledgeable and price-conscious regulars to the occasional tourist. Thames Transit offered an olive branch with a modest price increase. And last weekend both companies put their

prices back to last summer's level. There seems no benefit which either company can show for their long bleak winter. No change in market structure and pricing behaviour is as it was.

Why did Philip Morris succeed,

and Oxford coach companies fail? The Marlboro cowboy war succeeded because there were clear, if necessarily tacit, objectives, and overwhelming commitment on the part of the initiator. Philip Morris's aspirations were to squeeze the middle segment of the market and to impose price discipline on the generic products. One of the reasons it succeeded in both was the more or less infinite resources which one of the world's largest companies could bring to bear, and the certainty that senior management reputations and jobs were on the line could have left rivals in no doubt that the company was determined to achieve its objectives.

The Oxford bus battle, by contrast, looks more like an instance of two firms drifting into a costly and unproductive mistake. The newspaper war fell somewhere in between: less clarity, less commitment and a strategy which, when it failed to kill any rival, seemed itself destined to fail. Where does this place Esso, who launched the petrol price war at the beginning of this year? Petrol seems more like tobacco than either buses or newspapers. Esso can hope to achieve both a change in market structure and a change in market behaviour. It can force out independent retailers and wholesalers who, like the generic brands in the US tobacco market, have no sustainable position in a market focused entirely on price. And it can establish a price accommodation with the supermarkets.

These can be allowed to discount by a penny or two but the majors have signalled that too much aggression on price or market share will be costly for everyone.

Identifiable objectives, depths of resources and strength of commitment are the keys to success in a price war. Philip Morris and Exxon have all of these. But don't launch one if you don't.

BUSINESSES FOR SALE

By Order of the Board of Directors, due to Group restructuring

FOR SALE AS A GOING CONCERN

A UNIQUE BUSINESS specialising in highest quality printing with full in-house pre-press printing and finishing.

- Based in South East
 - Turnover £18 million
 - Full Accounts available
 - 55,000 sq ft works and offices
 - Flexible terms
 - Blue Chip Customer Base
 - Latest Plant and Machinery book value £13 million
 - Skilled and dedicated workforce of 160 (non union recognition)
- For further details please contact:

JAMES OWEN & CO
136/144 Granville Road
London NW2 2NL
Tel: 0181 458 5545 Fax: 0181 458 0696

(In Provisional Liquidation)

Following the appointment of Mr Andrew Philip Peters of Deloitte & Touche as Provisional Liquidator of Excalibur Airways Limited and Excalibur Travel Limited the opportunity arises to acquire the business and assets of this UK Charter Airline based at East Midlands Airport, Derby, England.

For further details contact Andrew Peters or Roger Brown on Tel: 0121 200 2211. Fax: 0121 695 5555.

Deloitte & Touche, Colmore Gate, 2 Colmore Row, Birmingham B3 2BN.

COMPANY DIRECTORS

Do you have a child/relative seeking a career? Buy my business (25K). I'm a locksmith in West Sussex, and I'll train them if needed.

No intermediaries.

Write to Box B4611, Financial Times, One Southwest Bridge, London SE1 9HL.

Retirement Sale

based in Southern England.

Own brand wholesaler.

Niche business in marine trade.

Large customer base.

No serious competition.

Offers in region of £500,000.

Contact to Box B4574, Financial Times, One Southwest Bridge, London SE1 9HL.

CONTRACTS & TENDERS



COPEL

SALTO CAXIAS HYDROELECTRIC POWER STATION
INTERNATIONAL BIDDING - C-304
SUPERVISION, CONTROL AND PROTECTION EQUIPMENT
DELIVERY DATE POSTPONEMENT

COMPANHIA PARANAENSE DE ENERGIA - COPEL informs that the delivery of the qualification documents and price bid for the International Bidding C-304 Supervision, Control and Protection Equipment was postponed to July 11, 1996, at 2:00 p.m., Rua Voluntários da Pátria, 223 - ground floor.

The other provisions of the Instructions to Bidders remain unmodified.

- COMPANHIA PARANAENSE DE ENERGIA

LEGAL NOTICES

INSOLVENCY RULES 1996

OLD CHELSEA DISTILLERS LIMITED

Nature of business: Distillers & Distilleries

Administration Order made: 20 June 1996

D N S R E T Administrator

Dated 24 June 1996

INSOLVENCY RULES 1996

INORTH LODGE GARAGES AND SERVICES LIMITED

on liquidation

Insolvency Rules 1996 that Neil Radford and Paul Hunter

Company of Robert Shattock, 106 City Road, London EC1V 2ED and Neil Radford and Paul Hunter of the above named Company on 26 June 1996 by the Master.

Dated 24 June 1996

NEIL RADFORD and PAUL HUNTER COOPER

Joint Liquidators



SPOT THE REFUGEE

There he is. Fourth row, second from the left. The one with the moustache. Obvious really.

Maybe not. The unsavoury-looking character you're looking at is more likely to be your average neighbourhood slob with a grubby vest and a week-end's stubble on his chin.

And the real refugee could just as easily be the clean-cut fellow on his left.

You see, refugees are just like you and me.

Except for one thing.



United Nations High Commissioner for Refugees

We're not even asking for money (though every cent certainly helps).

But we are asking that you keep an open mind. And a smile of welcome.

It may not seem much. But to a refugee it can mean everything.

UNHCR is a strictly humanitarian organization funded only by voluntary contributions. Currently it is responsible for more than 19 million refugees around the world.

UNHCR Public Information
P.O. Box 2500
1211 Geneva 2, Switzerland

BUSINESSES FOR SALE

Appear in the Financial Times on Tuesdays, Fridays and Saturdays.

For further information or to advertise in this section please contact

Karl Loynton on +44 0171 873 4780 or Melanie Miles on +44 0171 873 2349



ARTS GUIDE

AMSTERDAM

CONCERT

EXHIBITION

MUSIC

THEATRE

MOVIES

ARTS

FOOD

DRINK

BOOKS

JOHN M...

BARCELONA

EXHIBITION

CONCERT

DRINK

FOOD

ARTS

Sponsorship/Anthony Thorncroft

ABSA makes the arts grow stronger

The sun shone through the open roof of Shakespeare's Globe; narrator Stephen Fry was present and urban; the winners and losers at the FT/ABSA awards for outstanding contributions to arts sponsorship in 1995-96 behaved rapturously and stoically. It was a fine evening on Wednesday.

St Trevor Holdsworth, chairman of the judges, hit the mark with his observation that "ABSA makes the arts grow stronger": Stephen Fry mellifluously introduced Colin Tweedy, ABSA's director general, as "never woolly, sometimes silly, always Tweedy"; and Sir Simon Hornby, chairman of ABSA, issued his customary warning against complacency.

Last year he drew attention to the dangers of lottery demands on business siphoning away money needed to fund arts performances; this year he was concerned about the new breed of balance-sheet managers who have neither the time nor the inclination to appre-

ciate how essential the arts are to a successful society.

Colin Tweedy announced that ABSA was seeking £20,000 a year for three years from 20 corporate friends of the arts to fund a campaign to educate the younger generation of managers in civic responsibility, and also bring the arts, and artists, into companies. In the past the emphasis has been on business giving money to the arts. In future there will be much stress on business giving its time and expertise.

When the Yorkshire Building Society took over the Hammond Sausage Works Brass Band in 1993 it was taking a gamble. The band had seen better days and was threat-

ened with relegation from the brass bands first division. Paid bookings were down to 14 a year and Hammonds had withdrawn its support.

In May the Yorkshire Building Society Brass Band became European Brass Band Champions, and this week Shona White, who plays tenor horn for the band, won the BBC's Young Musician of the Year Competition (sponsored by Lloyds Bank). Paid engagements are up to 45 a year and only a booking abroad prevented the band acting as the warm-up for pop stars Boyz II Men this week.

Sponsoring the band costs the Yorkshire Building Society £70,000 a year but in terms of name exposure and good publicity it has proved an excellent investment. It

also gives the Yorkshire an edge over its local arch rivals, the Bradford & Bingley which sponsors the Black Dyke Mills Band, runners up in the European final.

Brass bands, which played under the name of the company employing the musicians, must have been the first form of arts sponsorship. As collieries and mills closed so new backers stepped forward, often building societies. The Alliance & Leicester last year took over the Knaresborough Brass Band and the Britannia Building Society backs the famous Fodens. Even small building societies, such as the Barnsley and the Vernon, have bands. But it is the

Yorkshire which seems to have made the best investment.

A belated convert to the advantages of arts sponsorship is the Corporation of the City of London. Until recently there was a coterie of aldermen railing against the City's subsidy to its Barbican arts complex. Now all that has changed.

The City has realised that if it wants to continue as the European centre of finance it must offer foreign companies a pleasant, and cultured, working environment. Hence its support for the City of London Festival, currently culminating the Square Mile until July 14.

Last year the City agreed to give the festival £250,000 a year until 1997 if the organisers could find

matching money. This was achieved last year, and has been exceeded in 1996, with sponsors putting up around £300,000 in cash and help in kind. It almost certainly that the City will renew its commitment in September 1997.

For most backers the attraction is obvious - the chance to entertain key clients to pleasant musical diversions in venues not always accessible to outsiders, like the Merchant Taylors Hall and the Skimmers Hall.

But Stephen Barter of Richard Ellis, who chairs the festival, is ambitious, and wants it to be taken as seriously as the festivals at Edinburgh and Brighton. He has added an out-reach programme, and closed in populist events. This

has persuaded Marks & Spencer to put up £75,000 over three years to look after the educational projects, while 2,500 people were attracted to Paternoster Square last week for the literally explosive open air performances by Polish actors Teatre Biuro Podróz, sponsored by John S. Cohen Foundation.

The Midland Bank, HSBC, Warburg, Unilever have rallied round, plus less obvious companies, like first time sponsor Linklaters and Paines, the lawyers. The only threat to the festival is the very generosity of the "New City". The Corporation has promised £5m towards the Millennium exhibition at Greenwich and agreed to raise another £7m from City firms. Is there enough spare cash for all?

UNISON, the trade union, has become an important arts sponsor, committing £35,000 a year for three years to the National Youth Jazz Orchestra. The money is matched by the government funded pairing scheme.

Munich Opera/David Murray

A modern pastiche

On Monday the Munich Opera Festival boldly with a new opera, commissioned from Hans-Jürgen von Böse: *Schlacht* 5.

The composer's own German libretto is drawn with faithful sympathy from Kurt Vonnegut's celebrated novel, *Slaughterhouse-5*, in which the crucial event is the wanton destruction of Dresden, Germany's "Florence on the Elbe", by Allied firebombs in February 1945.

I took my seat in the Nationaltheater with some trepidation. How would Münchener react to an American novelist's treatment - partly comic, to boot - of that national catastrophe? In the event, there were only faint boos amid the applause at the end of the first part of *Schlacht* 5, and perhaps merely because it had taken nearly as long as *Elektra* or *Das Rheingold*.

Conversely, the enthusiastic reception at the close may have been relief at finding Part Two only one-third the length of Part One.

Böse's adaptation of the novel proved remarkably deft, especially in view of Vonnegut's perpetual time-hopping. All of the large cast were excellent, notably Uwe Schönbach, exquisitely bemused and touching as Vonnegut's dim, passive American anti-hero in his later years, and Martin Gantner as his younger self in wartime, who finds himself a prisoner of war in a Dresden slaughterhouse shortly before the apocalyptic fire-storm.

Also the pair of "Evangelists", an ingenious *Böse* addition for explaining the story: Claus H. Ahnsö always in the devout style of a Bach Passion narrator (complete with 18th-century continuo), Ronald Fries as more of a showbiz MC. Everyone else took turns in many roles: German and American soldiers, English officers, doctors and nurses, guests at Billy's daughter's wedding, a planeload of New York State optometrists - and some Tralfamadorians, whom *Böse* believes kidnapped him in their flying saucer in 1987.

The Tralfamadorians, who have access to a 4th dimension, were the only factor in Eike Gramss' stunning production (brilliant sets by Gottfried Pilz, wildly expensive) that worried me. The point of Tralfamadorians is to let Billy view the past, present and future as equally real, with detached equanimity; here they kept scowling about in spaceships, as in sci-fi cartoons for children, and looked too much like comic relief.

It is hard to imagine *Schlacht* 5 much better done - nor, indeed, to be sure that it will ever be done again. For it is singularly short of actual music; what *Böse* has composed is an immensely long string of pastiches, from Bach and Mozart to Verdi, Stravinsky and period-pop.

Last performance of *Schlacht* 5 at the Bayerische Staatsoper on July 8.

Dance

Mozart maltreated

An insufferable evening. The omens were not good: the slam-of-the-cell-door announcement that running time was "two hours (no interval)": a delay of 30 minutes while adjustments were made to the stage. I should have raced for the exit before the lights went down. Conscientious to the last, I stayed, and was rewarded with a tortoise of the torments of the damned.

The occasion was Wednesday night's single appearance at the Royal Festival Hall of Anne Teresa de Keersmaeker's dance troupe, Rosas. Keersmaeker replaced Mark Morris at Brussels' Mounastra opera house in 1992, in one of those pendulum swings of taste that are proof of the malignity of fate and the awfulness of European taste in post-modern dance.

Morris, most musically sensitive of free-style choreographers, was supplanted by a dance-maker who, as Wednesday night showed, can blithely maltreat great music with every kind of cheapjack posturing and modish fatuity. The evening "was made more awful in that the performances of an assemblage of Mozart concert arias, movements from divertimenti, a sublime piano adagio, were as distinguished as Jos van Immerseel and his *Anima Eterna* ensemble, with the soprano Ursula Hesse, Sandrine Plau, Isolde Siebert, gave beautifully judged accounts of this patchwork of arias and orchestral music.

I need hardly add that Keersmaeker's little gang were not above mewling and sobbing and grunting and playing for laughs so that Mozart might benefit from their attention. To seek to describe the two hours of Keersmaeker's lumpen activity is to pay it an attention it does not merit.

The setting, by Herman Sargeole, was handsome: on to this circular arena pour seven men, seven women, armed with Keersmaeker's miserable repertory of ticks, twigs, infantile romps, and that famous old Belgian trick of slamming oneself to the ground. They wear a variety of crude, off-baroque costumes and busy themselves round and under the music like an infestation of cockroaches.

The entire enterprise is insolent, both in its feeble means and in its crass manner. We are assured by journalistic puffery that Keersmaeker is seen in Europe as a significant creator. I have, across the years, found her work vacuous, sadly limited in language, and staggeringly vulgar. Nothing about this loathsome evening suggests I should change my mind.

Clement Crisp



Haunting bewilderment: a scene from Tim Supple's new production of "The Comedy of Errors"

Tristram Kenton

Theatre/Alastair Macaulay

Continuing fascination of twins

Twins has any other subject yielded more fascinating results from recent research? Twins separated at birth and brought up in dissimilar circumstances have, decades later, been shown to demonstrate the same tastes in sexual matters, in clothes, in names, and, for that matter, have been found to be living in the same town. This research indicates the importance of genetics rather than environment on human development and it also casts a newly serious light upon all those giddy fables that, for over two millennia, have been written about what happens when one long-sundered twin turns up in the town inhabited by the other.

I do not know whether Tim Supple has been influenced by this research in his remarkably serious new production of Shakespeare's *Comedy of Errors* for the Royal Shakespeare Company, or whether he has proceeded from nothing, but the text. Sometimes he starts to turn it into *The Tragedy of Errors*, sometimes it swivels too soberly against the bubbly current of the play.

words, and it has a few weak performances. But it is a perfect antithesis to the frothy account of the play that has become traditional. Supple's production has its elements of true comedy, and it reveals a finer strain of poetry in the play than I have ever heard. The sense of mystery and bewilderment that it creates are hamming. At the end of Supple's staging, the recognition scene brings several members of the cast to real tears.

"They say this town is full of coziness" says Antipholus of Syracuse after his first confusing experience on arrival in Ephesus. (No sooner has his servant Dromio departed to deposit his money than the other Dromio appears, admitting no knowledge of the money.) In this production, the line sounds like a cousin of Caliban's "The Isle is full of noises", and Ephesus starts to seem as disturbing and magical a place as Prospero's Isle, a city in which people seem to deny one minute the experiences that they seem to have had a minute before, in which people are hailed by strangers as well-known acquaintances.

At many points throughout the play we hear music, music composed by Adrian Lee in the Ephesian style and played on instruments from the Near East with Sylva Hallett singing before and after scenes in Asiatic vocal lines and half-fables but not always Asiatic words. Robert Innes Hopkins has designed an Ephesus where ancient and modern styles of architecture and dress overlap, where no surface is horizontal, and where the three planes on which the action takes place form a zigzag of steep slopes.

This is a true ensemble production. Certain performances are, however, outstanding: Simon Costes is so sincere and eloquent as Antipholus of Ephesus that I wish the part was twice as large and twice as complex, and Robert Bowman - despite his lightweight voice and occasionally blurred syllables - is a beautifully natural and touching Antipholus of Syracuse. Both Antipholi wear goatee beards and white suits, both Dromios wear shorts and

shaven heads, and all the confusions make perfect stage sense. Dan Milne mingles farcical astonishment and serious amazement very well as the Syracusean Dromio (wittily startled by "the mountain of mad flesh that claims marriage of me"), and Eric Mallett is very good as his Ephesian counterpart.

Thushitha Jayasundara illuminates the role of Luciana with unusual and tender grace, and Sarah C. Cameron is handsome and vehe-ment as Adriana. A pity that Cameron, like Leo Wringer as the Duke, has a slight lisp, and that they make heavy weather of their longer speeches. But Christopher Saul makes an unusually strong and moving impression in the difficult role of the Antipholi's father Aegeon.

This is a *Comedy of Errors* that is never simply *The Farce of Errors* and that, affectingly, is plainly the work of the man who wrote the cypress-shaded comedy of *Twelfth Night*.

In RSC repertory at The Other Place, Stratford-upon-Avon.

representative sample of the best architecture produced in Europe during the last decade; to Sep 8

■ **BONN**

EXHIBITION

Kunst- und Ausstellungshalle der Bundesrepublik Deutschland

Tel: 49-228-9171200

● Wisdom and Compassion. This exhibition focuses on the traditional themes of the art of Tibetan Buddhism and presents the important stylistic developments from the ninth to the 19th century. On display are 190 objects of sacred art, mainly scroll-paintings (*tangka*) and ornate metal sculptures; to Aug 25

■ **BRUSSELS**

EXHIBITION

Palais des Beaux-Arts

Tel: 32-2-5078466

● Ilya Kabakov. Sur le toit: exhibition of Ilya Kabakov's installation "Sur le toit" (On the roof), created for the Palais des Beaux-Arts, in which the visitors walk on a foot bridge over the roofs of an imaginary city; to Sep 8

■ **DUBLIN**

CONCERT

National Concert Hall - Geodáeza

Náisiunta Tel: 353-1-6711888

● Nobuko Ogawa: the pianist performs works by Mozart, Chopin and R. Schumann; 8pm; Jul 6

■ **FRANKFURT**

OPERA

Alte Oper Tel: 49-69-13404000

● Los Angeles Philharmonic: with conductor/pianist Lukas Foss, the

■ **AMSTERDAM**

CONCERT

Concertgebouw

Tel: 31-20-5730573

● 25ste Robeco Groep Zomerconcert: the 25th concert in the annual series of summer concerts in the Concertgebouw offers 12 hours of music by Quirine Viersen, the Combattimento Consort Amsterdam, the Nieuw Sinfonietta Amsterdam, Isabelle van Keulen, Ronald Brautigam, the Radio Kamerkoret, Ton Koopman and many others; 12noon; Jul 6

■ **BARCELONA**

EXHIBITION

Fundació Joan Miró

Tel: 34-3-3291908

● European Architecture 1884-1994: exhibition comprising the winning projects for the European Architecture Awards together with a selection of finalists. In addition, the exhibition includes a selection of candidates from the first four editions and, like the Award itself, has been designed to offer a

■ **INTERNATIONAL ARTS GUIDE**

■ **PARIS**

EXHIBITION

Musée du Louvre

Tel: 33-3-40 20 50 50

● Nouvelles acquisitions du Département des Sculptures 1992-1994: for the fourth time the Département des Sculptures is exhibiting an overview of its acquisitions of the past four years. On show are 37 works from different countries and using various materials. The exhibition includes works by Gilles Guérin and Canova; to Jul 8

■ **NEW YORK**

FESTIVAL

Mostly Mozart Festival

Tel: 1-212-875-5030

● Mostly Mozart Festival: 30th anniversary season of this music festival held at the Avery Fisher Hall. The festival begins with the opening night pairing Itzhak Perlman and Pinchas Zukerman in Mozart's Sinfonia Concertante, a programme that will also be televised on "Live From Lincoln Center". Other highlights include appearances by the Tokyo String Quartet, James Galway, André Previn, Garnick

■ **LOS ANGELES**

CONCERT

Hollywood Bowl

Tel: 1-213-850-2000

● Los Angeles Philharmonic: with conductor/pianist Lukas Foss, the

■ **OSTEND**

COMMENT & ANALYSIS

Philip Stephens

A shadow of itself

Labour's draft manifesto shows the party has learnt the hard way about public mistrust of its tax and spending plans

Governments distinguish themselves by how much, and how wisely, they spend. This is not a rule without exceptions. The standing of John Major's administration owes as much probably to sterling's ejection from the EU exchange rate mechanism as to its broken promises over tax. But nine times out of 10, the voters' perceptions are shaped by the *pro forma* balance between the share of their incomes taken by the state and the quality of the services they receive in return.

The Labour party has learned this lesson the hard way. Public mistrust of its spending and tax plans lost it the last three general elections. That realisation informs every page of Tony Blair's draft manifesto. It explains its strengths and its weaknesses. And it poses the central question which would face an incoming Labour government:

New Labour, new life for Britain is self-consciously not a document to fire the imagination. Mr Blair describes it as the case for change rather than a compendium of pledges. Most of those were stripped out before the final version went to the printers earlier this week. Grand thinkers, the Labour leader offered yesterday, might well lament an absence of big ideas. Voters, he expected, would welcome its realism.

Its specific pledges relate to the small change of government spending. They are dithyphrases rather than the flagships Mr Blair once promised. Smaller class sizes in primary schools would be paid for by scrapping the assisted places scheme which pays for poorer children to attend private schools, and shorter hospital waiting lists by reducing health service bureaucracy. The biggest scheme, to tackle youth unemployment, would be financed from a windfall tax on private utilities. More than that, the ambitions are broad brush. Thus by the end of its first term, a Labour government would hope to be

spending more on education and less on welfare. Radical and bold in his dealings with his own party, Mr Blair puts reassurance first when speaking to the voters. He seems most at ease telling us what he would not do. Those who read it say that his first draft of the latest document was littered with defensive negatives. Quite a few survived to the end.

Like most in the shadow cabinet, he is haunted by the costly, and in electoral terms entirely pointless, promises on child benefit and state pensions made in 1992. He tells critics who accuse him of being mesmerised by focus groups of floating voters to ask themselves how many people backed the Conservatives last time because they thought Labour too timid. The electorate is still worried that there is a hidden agenda. Others in his party chorused earlier this week when the Conservatives launched their advertising blitz under the slogan *New Labour New Danger*. Mr Blair, I suspect, is not quite so complacent.

You can see his point. After nearly two decades in opposition, the most important thing for Labour is to demonstrate it is fit to govern. Such a timespan leaves a huge gulf between the politics of persuasion in opposition and those of action in government. But to say that he can be both radi-

If Tony Blair wins the general election he will discover how much easier it is to speak the language of priorities than to deliver them

cal and reassuring is to beg the question mentioned earlier. Mr Blair presumes that a Labour government can make a serious difference by shifting priorities within the overall limits for public spending set by Kenneth Clarke, a Conservative chancellor. Perhaps he can. But he must explain.

I am assuming here that, over the course of the economic cycle, Labour would not much increase the share of national income consumed by the state from its present level of a little over 40 per cent. For reasons which have been explained to me but I still cannot comprehend, the opposition will not offer this as a specific commitment. But if Mr Blair is to be taken at face value, it is implicit in the pledge to stabilise government debt and in the aspiration to lower the tax burden on the average family.

What remain are a promise of different priorities and some clues in the draft manifesto as to the sort of switches we might expect from a Labour government. But the amounts involved are tiny, adding up to a fraction of the usual margins for error in the Treasury's forecasts for the public finances. They will be dwarfed by the changes that Mr Clarke will make in his November Budget. Much bolder measures would be needed if the voters were to see a real difference.

It is possible to change priorities. The Conservatives have done so since 1979. Take a few examples. Then, the government spent 2.5 per cent of national income on building new houses; now it allocates 0.6 per cent. The budget allocated to the Department of Trade and Industry has been almost halved from 2.4 per cent to 1.3 per cent. Spent on law and order has gone up from 1.5 per cent to 2.2 per cent of national income.

But, important though they are, such discretionary switches have been swamped by unplanned increases in welfare spending. The social

security budget now takes 13 per cent of national income, up from 10 per cent. Politics rather than the Conservatives' natural warmth towards the NHS, has forced an increase in health spending from 4.6 per cent to 5.5 per cent.

The overall squeeze on spending during the past three years has further pre-empted rational choice. The social security budget is now under some sort of control. But, given its size, even relatively modest growth removes the scope for discretionary spending increases elsewhere. And that is to say nothing of the £2bn-plus which Mr Clarke must find to stamp our BSE in the nation's beef herds. To pay for tax cuts in the autumn, the cabinet will be forced to gut the budgets of a dozen departments. Some face cuts of up to 10 per cent. Only the NHS, schools and the police will escape.

If Mr Blair wins the election he too will discover how much easier it is to speak the language of priorities than to deliver them. The Treasury will tell him that all the easy decisions have been taken. To make a difference, he would have to make far harder choices in government than he has been prepared to contemplate in opposition.

If he is serious about welfare reform, the Labour leader should address the issue of state benefits for the middle classes as well as incentives for the unemployed. Students in higher education might be asked to contribute towards fees as well as maintenance. There is scope for a bigger peace dividend from the defence budget. For all his enthusiasm for a tough policy on crime, filling the prisons with petty criminals is the most expensive and the least effective way of reducing it.

Mr Blair will be forgiven for not producing quite such a list before the election. Manifestos never tell the whole truth. But there are more hard decisions to be made between now and polling day. Caution counts. This is not mere nit-picking. We have just gone through a

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

We are keen to encourage letters from readers around the world. Letters may be faxed to +44 171 873 5338 (please set fax to "line"). E-mail: letters.editor@ft.com. Translation may be available for letters written in the main international languages.

UN chief's abilities

From Mr Alexander Borg Olivier

Your editorial "US v Boutros" (July 3) you underline the importance of the increasing readiness of companies to challenge controversial decisions on state aid of the European Commission in the European Court of Justice. This statement needs some "fine-tuning" as appears against decisions under the EU rules on state aid are appealed to the European Court of Justice in the cases of EU member States and to the Court of First Instance in the case of individuals.

Furthermore, it should be noted that the Court of First Instance, in its case law (for

Legal route to state aid transparency

From Mr Christof R.A. Swart

Sir, In your editorial "Keeping State aids in check" (July 3), you underline the importance of the increasing readiness of companies to challenge controversial decisions on state aid of the European Commission in the European Court of Justice. This statement needs some "fine-tuning" as appears against decisions under the EU rules on state aid are appealed to the European Court of Justice in the cases of EU member States and to the Court of First Instance in the case of individuals.

With regard to managerial skills, Dr Boutros Ghali has gone farther than any other in bringing about reform and streamlining the organisation to make it more cohesive and effective, and this was acknowledged at the recent G7 summit in Lyons.

So far as public support is concerned, opinion polls undertaken in many member countries, including the US, show that the overwhelming majority of people do believe the UN is worth supporting.

Alexander Borg Olivier, director, United Nations Office and Information Centre, Millbank Tower (21st Floor), 21-24 Millbank, London SW1P 4QH, UK

example, Case T-95/94 Syravall), has considerably enforced the legal position of third parties who file a complaint against a competitor. In doing so, the Court of First Instance recognised that it is very much more difficult for the complainants than it is for the Commission to gather the information and evidence needed in order to verify the validity of the complaint.

In certain circumstances, the Commission can even be held to have had an exchange of views and arguments with the complainant. As a result, by filing a complaint, companies can put pressure on the

Commission, after which they may decide to have the Court of First Instance check the manner in which the Commission dealt with the complaint.

This kind of action will indeed stimulate greater transparency in the handling of state aid. It is up to aggrieved competitors to make use of these possibilities by "crying foul" and "kicking up a stink" if necessary.

Christof R.A. Swart, Juridisch Studiecentrum "Hugo de Groot", Hugo de Grootstraat 27, Postbus 5250, 2300 RA Leiden, The Netherlands

A better use for national stockpiles of gold

From Mr Walter Grey

Sir, Though your plea for the International Monetary Fund's "outdated and under-utilised" gold reserve assets to be put to better use in the world's poorest nations' interest ("A debt stand-off", June 27) regrettably failed to gain unanimous support at the G7 summit, it nevertheless

remains valid.

The same, of course, also goes for national stockpiles of the "barbarous relic". And what better use for the proceeds of gradually selling ("privatising") these than, say, long-term funding (not simple financing) of state benefits for the needy which otherwise could be unsustainable?

Once that principle was agreed, the only problem might be finding others to pick up those golden apples without taking too much of the shine off their price...

Walter Grey, 12 Arden Road, Finchley, London N3 3AN, UK

Innovation, not just more R&D, must be Europe's aim

From Mr Christopher John Hull

Sir, The Japanese are about to lift state funded research spending because "for all its excellence at applied

technology, Japan is behind in innovations" ("Japan to throw money at research", July 3).

The use of the word "innovation" is unfortunate. Innovation is applied technology, in the sense of a new product, process or service successfully brought to market, and Japan, compared with Europe, has been very successful at it these past several decades. Japan's relative weakness, and Europe's strength, is in invention, not innovation.

There is no simple correlation between R&D expenditure and innovation. So many policymakers still do not understand this - their

intelligence yields time and again to the arguments of the R&D lobbies. Scientific and engineering knowledge - that is technology - is only part of the equation; market knowledge, business organisation, entrepreneurial management, intellectual property protection, financial investment and other factors are at least as important.

Governments need to spend more on promoting these and other mechanisms to encourage the use of technology: dissemination, diffusion, transfer, training...

Of course you need basic "R" to source innovation in the long run. In the short to medium term, though, you need even more, much more, market-driven "D", plus the other ingredients just referred

to. The Japanese have understood this for a long time. The Asian tigers have caught on, too. Where will we in Europe be in 50 years' time if we don't start spending more on innovation and less on R&D?

A last point: If the Japanese do raise their R&D spending as planned, will they prove better than us at converting the resulting inventions into innovations? If so, we had better look out.

Christopher John Hull, secretary general, TII - European Association for the Transfer of Technologies, Innovation and Industrial Information, 3 Rue des Capucins, L-1313 Luxembourg

Europa · Paul de Grauwé

Failures of the euro exam

A minority of countries may block formation of a European currency union

The financial markets seem convinced that the European Union's economic and monetary union will start in 1999 with a core group of countries. This can be deduced from the spreads of the forward interest rates between the D-Mark, the French franc, the Dutch guilder, the Belgian franc and the Austrian schilling, which have all but disappeared.

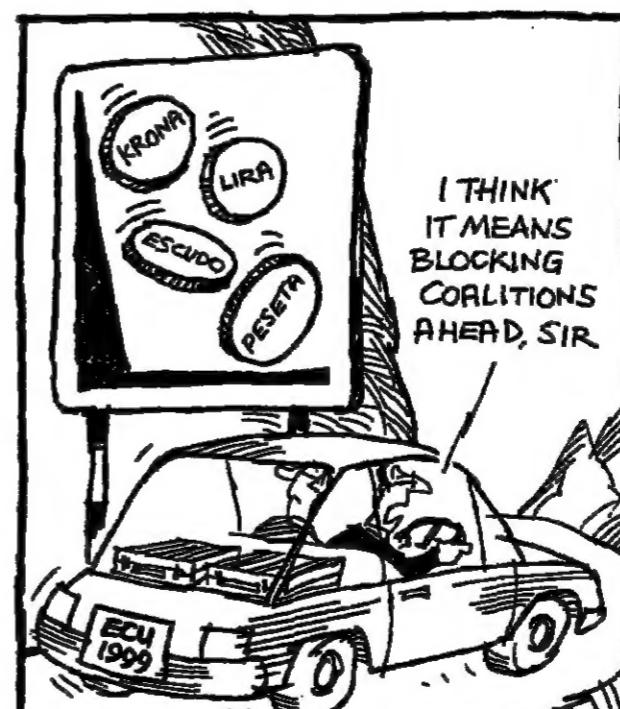
The spreads remain substantial, however, between the D-Mark and the other EU currencies such as the peseta, lira, escudo, krona and pound. Thus the markets appear to believe that a "hard core" of mostly northern countries will start the monetary union in 1999, leaving behind the other mostly southern European and Scandinavian countries.

The financial markets have it wrong. The formation of a mini-monetary union will almost certainly be blocked by the countries barred from entry - and they will have good legal and economic grounds to do so.

Article 109 of the Maastricht treaty stipulates that the decision about the membership of the single currency will be made by qualified majority. As a result, a small group of EU countries will have a blocking minority.

For example, the four southern European countries which the financial markets believe will not be accepted into the monetary union - Italy, Spain, Portugal, Greece - will have such a blocking minority. There are several other blocking coalitions possible of only three or four countries that are likely to be barred from entry, in spite of their intense desire to be part of the monetary union. Thus there is a wide scope for coalition-building by the losers in the Maastricht game to block the formation of the single currency in 1999 between Germany, France, the Benelux countries, Austria and Ireland.

There will be good reasons for the losers to exercise their



blocking vote, since it looks increasingly probable that several hard-core countries will not satisfy all the economic convergence criteria for monetary union.

Some will have difficulty meeting the target of a budget deficit below 3 per cent of gross domestic product - France, for example. But there will be even greater problems in meeting the target for public debt which is set at 60 per cent of GDP. The Maastricht treaty says that if debt exceeds this figure, the level must be "diminishing sufficiently" and "approaching the reference value" at a satisfactory pace.

Three of the hard-core countries - Belgium, the Netherlands and Austria - will almost certainly fail this debt test. Even if their nominal GDP growth in 1998 is 5 per cent (which is higher than the projected growth rate for the year), their public debt will exceed 60 per cent of GDP in 1997. Belgium's will be 131 per cent, the Netherlands' will be 78 per cent and Austria's will be 66 per cent.

More important, the 1997 levels of debt will have fallen only 1 per cent to 2 per cent of GDP below 1996 levels in Belgium and the Netherlands. In Austria the debt-to-GDP ratio will not be decreasing at all. If the debt-to-GDP ratios con-

tinued to decline at this rate, it will take 40 years for Belgium to reduce its public debt below 70 per cent of GDP - a possible yardstick for "approaching the reference value". The Netherlands has a more favourable starting position but it would still take 10 years for it to reach 70 per cent of GDP at the present rate of decline.

It will need a great deal of imagination to claim that the debt-to-GDP ratios of Belgium, the Netherlands and Austria have "diminished sufficiently" and "have approached the reference value at a satisfactory pace".

If these hard-core countries are to pass the Maastricht entrance exam, therefore, it will be necessary to declare that one of the convergence criteria can be set aside. This, however, will open the door to similar interpretations of other Maastricht criteria.

For example, those countries

not in the hard core will be able to claim that the requirement that interest rates be no more than two percentage points above that of the three best performers is arbitrary because it is self-fulfilling. Where countries are believed not to be early members of the monetary union, their interest rates are high to reflect the exchange rate risk - and they cannot then qualify. Con-

sequently, a decision to allow these countries into the monetary union would quickly lead to their interest rates converging with those of the hard-core countries.

What really matters here, however, is not the fact that making an exception for the public debt target opens the possibility of setting aside other convergence criteria of even less economic relevance. More important is the fact that such selective interpretations will unravel the whole Maastricht convergence plan.

One option would be for France and Germany to go it alone in forming a monetary union as the core for a future single currency. But since France is unlikely to meet the budget deficit target, the other EU countries would have to give their agreement to bending the Maastricht rules for the sake of a union they would be excluded from. They are sure to object to such a course of action, especially since a Franco-German single currency would bring little economic gain for them.

Another option would be to start a "maxi" currency union, that would allow the southern European and Scandinavian countries to join a single currency. This is likely to find support among those countries which would be prepared to waive the rules in return for their own entry into the monetary union.

But this option would be difficult for Germany to accept since it would mean a monetary union with countries which it believes are insufficiently committed to price stability. The pressure of German public opinion to postpone monetary union would be strong if it were to be on a max basis.

Financial markets would thus do well to reconsider their forecasts. The achievement of monetary union depends on reconciling the interests of those countries that will be in the single currency and those that will be out. On that basis, a mini-currency union looks unlikely to happen in 1999, while a maxi-union will happen only if German public opinion can be convinced that southern European countries are trustworthy partners.

The author is professor of economics at the University of Leuven and MP for the Liberal party in the Belgian parliament

GAPEC

20 YEARS OF ACHIEVEMENT

FINANCIAL POSITION 31 DECEMBER 1995

ASSETS			
1995	1994	1993	
Cash and banks	191	208	121
Movable Securities	436	480	56
Loans	514	526	-
Equity Participations	137	66	-
Fixed and others	30	30	7
Total	1,308	1,310	184

LIABILITIES AND SHAREHOLDERS FUNDS

DEPOSITS FROM BANKS			
1995	1994	1993	
Deposits from banks	629	658	-
Provisions and others	80	73	2
Dividends payable	20	20	-
Shareholders' funds	-	-	-
- Paid up Capital	400	400	170
- Reserves	179	159	12
Total	1,308	1,310	184

FINANCIAL RESULTS 31 DECEMBER

NET OPERATING INCOME			
1995	1994	1993	
Less: R&D provisions	(5)	-	-
Net profit for the year	40		

FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL
Tel: +44 171-873 3000 Telex: 922186 Fax: +44 171-407 5700
Friday July 5 1996

Boris Yeltsin's famous victory

No one should begrudge President Boris Yeltsin his remarkable election victory in Russia. Barely three months ago, his popularity was in the doldrums, and it looked as if he would be resoundingly defeated in the first round of the presidential poll. Instead, he has won a famous victory, with more than 53 per cent of the vote.

His achievement almost certainly means that the old-style Communists will never win back power in Russia at the polls. Their supporters are old and nostalgic. Their numbers will dwindle. Perhaps just as important, Mr Yeltsin ensured that the elections were held at all, and were overwhelmingly free and fair. Russia's democracy is still imperfect, but it is stronger than it was. The rest of the world can breathe a sigh of relief.

Yet the path ahead still looks daunting. Even if a clear majority of Russians rejected the Communists, they are divided about the sort of capitalism they want. Many voted for Boris Yeltsin without enthusiasm as the lesser of two evils. And a very large minority voted Communist, in protest at what they perceive as the deterioration in their lives.

The first threat to stability and growth is the frail health of Mr Yeltsin himself. He has suffered two heart attacks in the past 12 months, and his current illness, which has kept him in virtual seclusion for eight days, certainly appears to be more serious than his aides would have the world believe. There must be a danger that he will be unable to provide the leadership Russia needs, and might even be incapacitated within months, requiring another destabilising round of elections.

Highly unpredictable

The second worry is how he and his team, headed by the prime minister Victor Chernomyrdin, will deal with the emergence of Russian nationalism in general, and their new-found ally General Alexander Lebed in particular. By co-opting the former hero of Afghanistan as head of the national security council, Mr Yeltsin virtually ensured his own election. But ever since, Mr Lebed has shown himself a highly unpredictable

able operator, veering from populism to economic liberalism. His reputation as an anti-corruption campaigner is positive, but his willingness to endorse intolerant attitudes is a real concern.

If Mr Lebed can be kept firmly focused on fighting crime and corruption, and on the equally important question of military reform, that would be a bonus for the government. Mr Chernomyrdin has made it clear that he intends to keep him in his place as a politically-unskilled soldier. On present evidence, that would be a relief.

Economic reform

It is up to the prime minister himself to take urgent charge on the economic front. The immediate challenge is to bring order back to the government's finances, which have been thrown into disarray by blatant use of the exchequer to win votes. The collapse of tax collection has been a hidden way of subsidising former state enterprises, to help them pay wages and keep prices artificially low. Raising revenues is essential if the government is to control its deficit, as the IMF requires, and stop borrowing money in the markets at ruinous rates of interest.

At the same time, the new government must draw up a clear strategy of economic reform. That should include tax reform, and legislation to ensure far greater transparency in the affairs of Russia's new corporations. It is also urgent to reform social spending, better focusing the state's scarce resources on those most in need. The choices that follow from that may be politically unpopular, but they are inescapable.

The IMF can afford to be tough in imposing its conditions on the new government because the threat to political stability is now much less. And Russia will benefit from observing those conditions. If Mr Yeltsin can bring order to his country's economy, and provide a firm legal framework for its nascent capitalism, he will be an easy partner for the outside world to live with. The alternative is for corrupt wealth to co-exist with poverty: that would be a recipe for the rise of Russian nationalism.

The burial of socialism

Despite the cheery optimism of its prose, the UK Labour party's draft manifesto, published yesterday, is as much a funeral oration as a plan for the future. In its 40 colourful pages, Mr Tony Blair, new Labour's new leader, hammers a stake into the heart of his party's socialist past.

Some in the City suspect that old Labour may rise again. A poll of people in the financial services sector earlier this summer showed that a large majority believed that after a Labour election victory, the ghosts of imprudent policies would return to inflict higher inflation, higher interest rates and profligate government finances.

This is, however, the opposite of what Mr Blair and his colleagues are promising in a document which brings together an impressive number of policy papers prepared during the last two years. In relation to the history and predictions of his party, Mr Blair has done an impressive job. In the first place, this version of the manifesto is commendably brief; it resists the temptation to hand out tithes from the pork barrel indiscriminately.

It also makes a worthy attempt at fiscal coherence. New Labour has frequently proclaimed in recent months that none of the party's senior spokesmen would be allowed to make promises until all financial imprudence had been winnowed out by Mr Gordon Brown, the shadow chancellor.

Lower interest rates

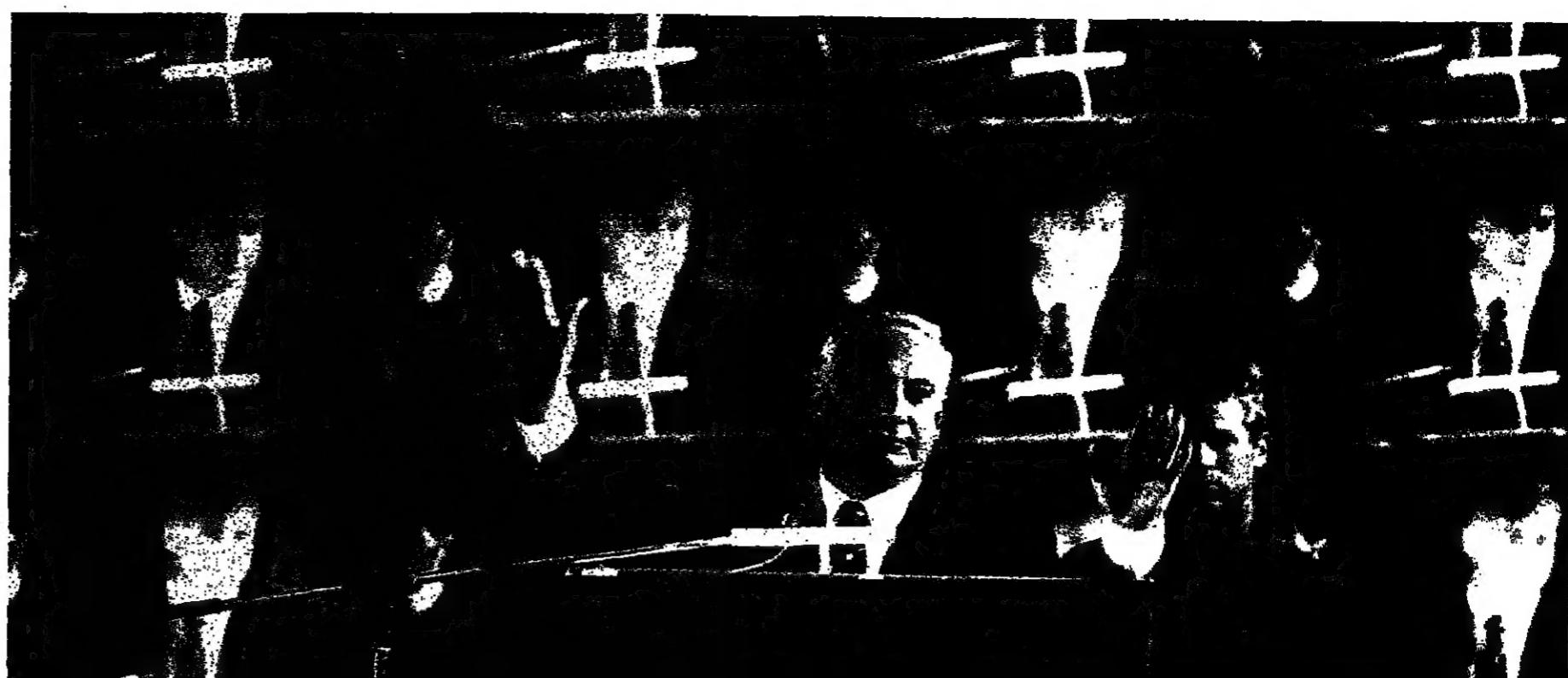
The document begins with Labour's pledge to restrict government spending and borrowing. This, together with the promise to control inflation and lower interest rates, will leave the party with little scope to enact popular measures, as Mr Blair well knows. Consequently the specific pledges tend to be trivial, such as the idea of diverting cash from health service bureaucracy into patient care. Big plans, such as renationalising the railways, are hedged with big provisos. Many other proposals, such as those for improving training, are developments of existing schemes.

So for many voters, particularly businessmen, the manifesto is more important for what it rules out: strongly redistributive taxes,

JULY 5 1996

COMMENT & ANALYSIS

The FT Interview · Benjamin Netanyahu



A desire to be different

The Israeli prime minister tells Julian Ozanne that he wants to shift the emphasis from security and foreign affairs to the economy

Mr Benjamin Netanyahu, Israel's prime minister, has already begun to establish his administration as one founded on domestic and economic reform rather than Middle East peace-making. Since moving into office just over two weeks ago, he has pushed ahead with far-reaching economic reforms and a shake-up of the domestic decision-making process at the heart of government.

While the peace process seems dangerously stalled since his electoral victory in May, he has held a string of cabinet meetings devoted solely to the economy, persuaded his government to approve a large package of expenditure cuts and taken new powers into his hands over policymaking. Yesterday he was up until dawn haggling over the future of Mr Ariel Sharon, the hawkish former general who is seeking to strengthen his cabinet role.

"I would like to see Israel moving very rapidly from its position as a dependent nation to economic independence and to become a significant economic power in the world by its own right and not only in per capita terms."

"I think that is perfectly possible. We are probably the only advanced economy in the world that can move into the post-industrial information age without having really gone through the phase of being an industrial power. And that paradoxically is not a disadvantage. It's a huge advantage because we do not carry the baggage of obsolescent industries."

"The curse of not having capitalism turns out to be a blessing in this case because the transition is much quicker and less painful. We have a highly technological and educated population that, with the right structural reforms in the economy, could move very quickly and seize the economic opportunities as no other society can."

Mr Netanyahu is determined to be seen by future generations as the prime minister who finally swept away regulation, control and state ownership. During his first 16 days as prime minister, he has been obsessed with bringing Israel into the new millennium as an economic power to be reckoned with.

He has held round after round of meetings on the economy and persuaded a reluctant cabinet to approve a budget deficit reduction programme for the future, including an expenditure cut of Shk4.5bn (\$1bn) from the 1997 budget. He delayed next week's trip to the US, due last month, to complete the eco-

nomic package and line up a series of meetings on Wall Street.

His attempt to put Mr Jacob Frenkel, central bank governor, into the Treasury failed in the face of political opposition from members of Mr Netanyahu's Likud party who wanted to see one of their number in the post. But he has reappointed the tough inflation-fighter and former Chicago university economics professor as central

bank governor with an enhanced role as head of an advisory committee on economic policy.

Furthermore, he says the new system for directly electing the prime minister, which brought him to power in the May elections, will play a vital role in further liberalising the economy. "I didn't advance this idea... in order to have a strong and centralised chief executive office. I believe that we need an added political power in order to distribute economic assets from the government to the marketplace. It is impossible to do it otherwise."

"When I moved the privatisation authority to the prime minister's office, it was not to pack my so-called cronies in jobs as directors of government companies. It is precisely the opposite, to rid the government of these companies and sell them to the public."

Many political commentators believe Mr Netanyahu hopes to secure a second term after elections in 2000 by focusing on the economy at the expense of the peace process.

They say radical economic and social reforms combined with low inflation will produce such a powerful feelgood factor that the peace process would become marginal to the election outcome. In this analysis, Mr Netanyahu will continue to bang the drum of security while sticking to campaign policies which would stall the peace process.

It is a suggestion that Mr Netanyahu rejects. "I wasn't elected to achieve a stalemate. I was elected to achieve peace in a way the majority of the Israeli public understands - a genuine peace. I do not intend to freeze or stop negotiations but on the contrary pursue them on broad fronts, perhaps in some new areas... But when it comes to the question that determines the survival and future of the state of Israel I will negotiate prudently and responsibly."

At the moment this seems to mean saying or doing little. While he has held repeated meetings on the economy in the past 16 days, the new prime minister has not yet devoted a meeting to the peace process. He maintains the right of Jew

ish settlers to develop their communities on occupied Arab land.

He refuses to change his pre-electoral position that he will meet Mr Yasser Arafat, president of the Palestinian Authority and Israel's most important peace partner, only if the security of the state of Israel demands it. He stands firmly against the establishment of a Palestinian state, the right of return of refugees and concessions on Israeli sovereignty over Jerusalem.

Nor has he made any real effort to calm the fears of Israel's increasingly alarmed Arab neighbours by spelling out any concrete steps or new ideas to save the fragile process from stagnation or collapse.

His only really new initiative seems to be to insist that progress in the peace negotiations, both with Palestinians and with Syria, depends on the cessation of Islamist Hamas attacks - by the Palestinian Hezbollah in southern Lebanon.

He tantalisingly holds out the prospect of big "surprises" and "breakthroughs" in future peace negotiations. However, he does not offer any indication of how they might come about with the Arab world gearing up for four years of hostility and possible conflict.

What is clear is that for now he is concentrating on making his mark, quickly and decisively, on domestic policy. He is also still relishing, with the arrogance for which he is notorious, an electoral victory which upset Israel's conventional political wisdom.

"I don't remember a single government that has acted so decisively, so clearly. Obviously there have been snags, and the press seizes on snags. But I find myself in a peculiar situation throughout my career, that people do not see the big moves I make until I make them."

"I've had the great fortune of being the recipient of the greatest favour a politician can have, and that is systematic underestimation by one's opponents. Some of it lingers on and it doesn't bother me that it should linger on further as long as we get things done."

Financial Times

100 years ago

African Gold Concessions (One of five letters)

Sir, — I desire to add my protest to those already published in your paper against a further call by the African Gold Concessions and Development Company, Limited, of 2s per share. It is a scandalous thing that shareholders should be bound either to meet this call and place further money at the disposal of men in whom they have no confidence or at great inconvenience or at great

inconvenience to offer a united resistance to such call and demand the resignation of the latter, and if thought desirable let the company go into liquidation, but such is our alternative and I will join the fighters. I am, &c.

REVENGE

50 years ago

Blue Circle Cement Expansion

A comprehensive scheme of new works and extensions of existing works has been planned by the Blue Circle Group. The chairman, Mr. George Earles, said the programme was expected to involve an expenditure of over £7,000,000 although it would be delayed owing to the shortage of staff and materials. In view of the cessation of hostilities, it was mutually agreed that the Cement Makers' Federation Pooling Scheme Agreement be terminated.

OBSERVER

Kick this deal around

■ Adidas, the German-based sports company, and Olymptique Marseille (OM), the French football club, yesterday pulled off a deal.

Wary smiles all round as this is something that, ironically, they never managed to do in the early 1990s when the now disgraced French politician Bernard Tapie controlled OM since it went bankrupt last year.

Quite what the deal is, another matter. Adidas and the city of Marseille, which has controlled OM since it went bankrupt last year, were able to agree on two things. OM players will be wearing Adidas gear and, in return, the company will make a "major financial commitment" to the club, along with others, unspecified partners.

Adidas said it was also committed to finding a buyer for OM. It thinks this should be fairly easy because the company was debt-free and has bounced back to the first division from the second division, to which it was relegated by the French soccer authorities after a Tapie-era bribery scandal.

"We are in the business of selling shoes, not owning clubs," said Adidas. But Marseille's city insisted Adidas and its "partners" had agreed to buy the municipality's two-thirds stake in the club.

The deal in fact is so contentious

that some local wits are suggesting that Tapie managed to take time off from his many court appearances to arrange it.

Worthless prize

■ Who do you give to someone who has everything? Why something with no cash value at all.

Promised that's what prompted the 60 of Italy's great and good who sit on The Leonardo Committee to award its 1996 top prize to one of Italy's most powerful businessmen, Gianni Agnelli, 75.

Yesterday afternoon the honorary chairman of Fiat received the entirely symbolic Premio Leonardo — named after the Renaissance artist and inventor for having best represented the country's image internationally.

Agnelli might just have had an inkling of being this year's lucky fellow. For along with the likes of Olivetti chairman Carlo De Benedetti, former prime minister Silvio Berlusconi, novelist Umberto Eco, and opera star Luciano Pavarotti, another of the committee's members is none other than... Gianni Agnelli.

His opposite number, Milind Desai, who heads the conservative New Democracy, is much worse off. He declares he only owns two cars and a motor-scooter.

Mind you, his American wife

Liza is doing okay. She reports

owning several apartments in Athens, as well as keeping tens of millions of drachmas in her savings account at the Athens branch of American Express.

Next year's declarations may be rather different. The Speaker of Parliament's office is threatening to appoint a team of auditors to check their accuracy.

Keelhaul Kennedy

■ In Ireland, former US President John F. Kennedy may still be held in high regard but there were few kind words yesterday for the aircraft carrier named in his honour, currently moored off Dublin bay.

Ireland's national lottery had raffled 10,000 tickets to visit the vessel, after hundreds of thousands of requests were received by the US embassy. Some enthusiasts had paid as much as £200 for a ticket. But many of the winners have been disappointed; public visits to the ship have been cancelled due to bad weather. For a ship that singed it out in the Gulf war, the gentle giant seemed a fairly feeble pretext. Just to rub sea salt in the wounds, the ship's captain

yesterday said that despite the weather, a Fourth of July party jointly hosted for the US ambassador and her guests would go ahead. The ambassador is of course none other than Jean Kennedy Smith, JFK's little sister. It's all right for some.

"Prepare 'reserves', then act as though you have no reserve at all. This is the secret of a stable business."

KAZUO MARUOKA, founder of Upfront

FINANCIAL TIMES

Friday July 5 1996

YKK®
More Than Just a Good Zipper...
Our Advanced Architectural Products
Are Changing The Face of The World.

Rightwing leaders force Israeli PM's hand

Netanyahu creates post for Sharon to avoid crisis

By Julian Ozanne in Jerusalem

Mr Benjamin Netanyahu, Israel's prime minister, yesterday tried to avert the first crisis of his new government by creating a new ministry to accommodate Mr Ariel Sharon, the former general and champion of Jewish settlement in the Israeli-occupied West Bank.

In an interview in Jerusalem, Mr Netanyahu said he had carved out a new "super-ministry" of infrastructure for Mr Sharon, the popular rightwing leader, after all-night negotiations with other coalition partners. However, he said Mr Sharon had not yet indicated whether he would accept the job.

Mr Netanyahu said the offer satisfied Mr David Levy, the foreign minister, who made the issue public by threatening to leave the government unless Mr Sharon was brought into the cabinet before the prime minister's departure to Washington for an official visit on Monday.

However, the move is bound further to anger Israel's Arab

neighbours and worry western governments, which view Mr Sharon as an ultra-nationalist opponent of peace. As defence minister, Mr Sharon was largely responsible for Israel's 1992 invasion of Lebanon in a bid to crush guerrillas who launched attacks across the border.

Mr Netanyahu's forced compromise is another sign of the ability of rightwing leaders to dictate the shape of the government and curb the prime minister's bid to

A desire to be different — Page 19

win presidential powers. Mr Netanyahu, who has called Mr Sharon "a permanent subversive", had tried to make him accept a minor cabinet job or stay out of what he called a "government of excellence" led by professional experts.

But the affair has demonstrated his limited room to manoeuvre in the face of action by senior members of his rightwing Likud party.

Mr Netanyahu yesterday

brushed off fears that Mr Sharon would be able to pull the government further to the right.

"I am confident that when the government decides on its policies, they will be implemented by all the ministers," he said. "Of course we have a variety of people... they have different perspectives, some of them are hardliners and some are softliners. I think we have a productive synthesis but policies will be set and they will be implemented by everyone."

The prime minister's office said

the new ministry had been created by stripping functions away from other ministries, particularly housing and construction and transport. It will include the roadbuilding authority, the railway authority, the lands administration, part of the water commission, the national sewage authority and responsibility for roads bypassing Palestinian areas in the West Bank.

The new ministry will be presented to today's cabinet meeting for approval, after which Mr Sharon is expected to accept the job.

Japanese rocket group close to first satellite contract

By William Dawkins in Tokyo

A consortium of leading Japanese industrial and electronics companies is poised to win Japan's first contract in the fiercely competitive commercial satellite launch business.

Mr Hiroshi Imamura, vice president of Rocket Systems Corporation, was optimistic yesterday that it would be awarded the contract, said by industry officials to be for 10 launches, worth at least ¥80bn (£70m), by Hughes Space and Communications International, the world's largest maker of satellites.

RSC made a sales presentation to the US company in April. Negotiations began in June and are due to finish early next month. They would "turn out happily", said Mr Imamura, who declined to give details.

The deal would be a lift to Japan's long-estranged ambition to create a world-class aerospace industry, one of the few targets

its industrial policy planners have so far failed to hit. It would come just over a month after the explosion on its maiden launch of Ariane 5, the new rocket designed by Arianespace, the European space consortium.

It was only in 1994, two years behind schedule, that RSC launched the H-2, the first Japanese rocket capable of carrying a two-tonne satellite, the industry standard. It was the first of three successful launches but although technically dependable, the H-2 failed to attract foreign customers because it cost up to ¥15bn per launch, more than twice as much as charged by Arianespace and General Dynamics, the US aerospace group.

What appears to have attracted Hughes is RSC's pledge that launch costs will be halved by a redesigned rocket, the H-2A, able to lift up to four tonnes and due to make its first trial in early 2000. The yen's decline since the H-2 took to space had also helped,

said officials. The size of the RSC contract has yet to be confirmed, but industry officials expect it to include 10 launches of two-tonne satellites, to take place from 2000 to 2004, at around ¥8.5bn per satellite.

That would give Japan a significant share of the world market, currently for 30 launches per year, dominated by the US, Europe, Russia and China. Launches would take place at an RSC base at Tanegashima, a southwestern island.

One drawback is that launches may take place for only 90 days a year, at the insistence of local fishermen. The government's Science and Technology Agency hopes to negotiate an extension.

Japan is a late entrant to the commercial satellite market. RSC, formed only five years ago, is led by Mitsubishi Heavy Industries and embraces 73 companies including NEC, Toshiba, Nissan, Hitachi, Fujitsu and Ishikawajima Heavy Industries.

Chernomyrdin

Continued from Page 1

presidential elections and who appeared to be jockeying for a place in the government. Mr Yeltsin was warmly congratulated on his victory by western governments, especially Germany and the US.

Markets rose on the news, but were constrained by worries about Mr Yeltsin's health.

Sumitomo approved deals

Continued from Page 1

he said. "We have been prepared to take substantial risks."

Winchester had lost a "substantial amount of money" by misreading the copper market in October and November last year, Mr Levett said.

He gave a strong hint that volatile prices in the weeks since Mr Hamanaka's forced departure

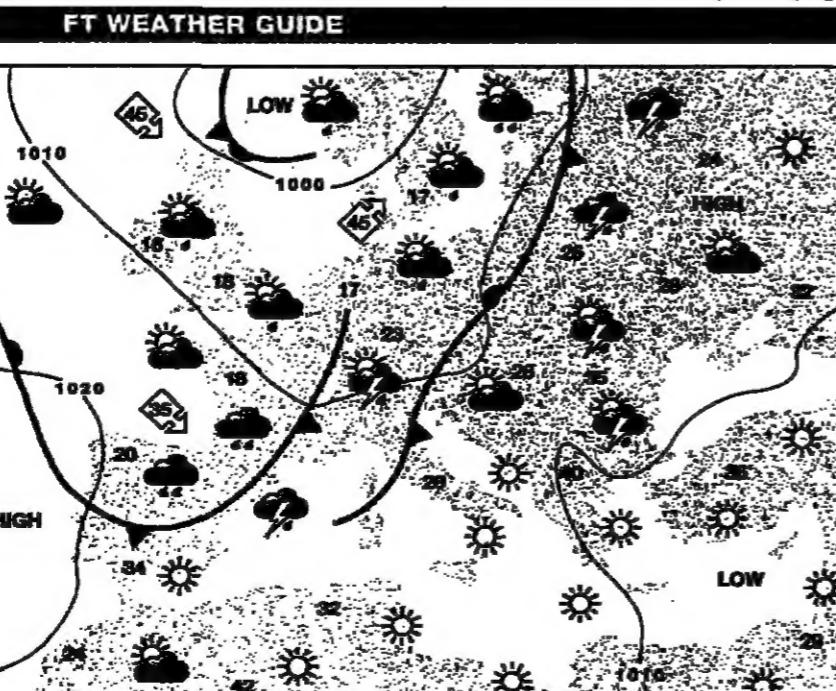
had posed a similar test for the company's trading skills. Winchester, moreover, had lost business and clients.

Earlier this year, the Securities

and Futures Authority said it was no longer investigating Win-

chester in connection with six trades in January 1994, as a result of which Codelco, the Chilean copper producer, said it had sustained losses.

Cuba seeks EU deal, Page 4
Commodities, Page 23



TODAY'S TEMPERATURES

	Maximum	Beijing	sun	Caracas	fair	21	Faro	sun	28	Madrid	sun	30	Rangoon	sun	32		
Catania	sun	45	Belfast	shower	16	Cardiff	fair	25	Frankfurt	thund	25	Melbourne	sun	30	Reykjavik	sun	14
Abu Dhabi	sun	45	Belgrade	fair	16	Geneva	rain	24	Geneva	rain	24	Malta	sun	30	Rio	fair	25
Acre	cloudy	29	Bamako	shower	23	Chicago	sun	31	Gibraltar	sun	36	Manchester	cloudy	15	Rome	sun	25
Ajaccio	fair	32	Bangkok	shower	23	Dubrovnik	shower	25	Hamburg	shower	20	Montreal	sun	34	S. Africa	sun	24
Amsterdam	shower	17	Bogota	shower	17	Dubai	fair	31	Helsinki	shower	17	Mexico City	shower	20	Singapore	cloudy	31
Athena	sun	34	Bombay	shower	31	Dubai	fair	35	Hong Kong	fair	57	Milan	fair	32	Stockholm	fair	18
Atlanta	fair	32	Brussels	rain	17	Doha	fair	37	Honduras	fair	43	Montreal	thund	28	Strasbourg	thund	28
B. Aires	cloudy	14	Budapest	fair	28	Dubai	sun	43	Norfolk	fair	31	Montreal	rain	21	Sydney	fair	19
B. Jemn	cloudy	17	Chengdu	shower	18	Dublin	shower	18	Orlando	fair	31	Montreal	thund	24	Tokyo	sun	19
Bangkok	shower	35	Egypt	sun	33	Edinburgh	fair	21	Paris	fair	31	Montreal	thund	24	Toronto	sun	20
Barcelona	fair	26	Cape Town	shower	13	Edinburgh	cloudy	17	Paris	thund	25	Montreal	thund	25	Toronto	sun	22

Frankfurt.
Your hub to the heart of Europe.

Lufthansa

US law on investment in Cuba forces ING out of sugar

By Gordon Crabb in Amsterdam and Pascal Fletcher in Havana

The Dutch banking and insurance group ING said yesterday it had pulled out of financing the Cuban sugar industry in response to controversial US legislation aimed at discouraging foreign investment in Cuba.

It is the second high-profile withdrawal from Cuba in the face of the Helms-Burton legislation. The Mexican company Cemex last month withdrew from a contract to manage cement production.

ING said it would not renew \$30m in loans to Cubanacar, the state-owned trading arm for sugar, the mainstay of the Cuban economy. "We had to decide to stop it," it said.

Haben-Burton provides for US nationals to sue foreign companies and others trading in assets confiscated in Cuba. This could have left ING, whose subsidiaries have substantial US assets, open to legal claims.

"We have to operate within the legal framework however much we disapprove of it," the bank said. ING had reviewed its other activities, mainly trade finance, conducted through its Havana representative office and found no other clients at risk from Haben-Burton's provisions.

"We will maintain our presence and we are fully committed to growing our business there," it added.

ING had led the way for a string of banks and trading houses to put up funds of at least \$130m to pay for imports to boost the sugar harvest. The financing of inputs such as fertilisers, herbicides and spare parts helped Cuba to increase its sugar crop from the previous year's 50-year low of 3.5m tonnes to about 4.5m tonnes.

In all, nine of Cuba's 13 sugar-growing provinces were covered by foreign financing.

ING's financing was originally planned for five years, but the bank was able to exercise an annual opt-out clause in its contract.

Its withdrawal will be a psychological blow to other foreign groups involved in sugar financing in Cuba, which this year will include at least one Spanish oil company.

"Everyone is moving to protect themselves," one sugar industry official said.

A senior Cuban sugar trade official, Mr Alberto Betancourt, said in early June that Cuba had secured financing for its 1996-97 harvest for all sugar-growing provinces, but ING's announcement raises some questions about this. Cuba is certainly counting on continuing injections of foreign capital to lift the coming harvest to a possible target of 5.5m tonnes.

THE LEX COLUMN

Swiss shake-up

The leap in CS Holding's share price since it announced its long-overdue corporate restructuring has sparked an enthusiastic buzz for other Swiss patients ready for corporate surgery.

But investors should not get carried away by the surge of activity in a corporate scene famed for its lack of drama. Certainly, the speculation that drove up Nestlé's share price yesterday looks far-fetched. Having been an investor in L'Oréal for over 20 years and with a declared intention of consolidating control in the French cosmetic group, it would be extraordinary for Nestlé to sell out as rumoured. Nestlé has low gearing, so it would not know what to do with the cash, since buy-backs and special dividends are tax inefficient. And with the coffee bean price tumbling, earnings are back on a growth track, presenting little pressure for change.

However, the Ciba and Sandoz merger and refit at Credit Suisse were primarily defensive moves to reduce costs, and there is scope for more of the same. Switzerland remains significantly over-banked, and with Credit Suisse hacking back its local branch network following its abortive merger proposals with UBS, UBS must now be under pressure to follow suit. There is growing pressure for consolidation in the engineering sector, and Switzerland's insurance sector also looks ripe for change, given that domestic insurance margins are shrinking. Management that fail to attack costs vigorously may come under pressure from those that do.

Russia

Who cares about President Boris Yeltsin's health? The rewards for investors who gambled on his election victory have still been dramatic. In the last three months, the Moscow Times index has jumped 145 per cent. Should investors take these fat profits now, or hang on for the long haul?

The case for staying on is simple. Russian stocks still look cheap. Take Lukoil, Russia's largest oil company and a stock Western investors can easily get their hands on. Its reserves are so huge - bigger than Exxon's - that comparison with international oil stocks makes sense. Yet its current enterprise value, per barrel of production, is only a third of the figure for western integrated oil companies.

Such an extravagant discount is tempting. But it has to be seen in perspective. Lukoil is not a western oil company; its accounts are deeply opaque, the tax and legal framework is worryingly fluid, and Russian oil prices are stuck well below world levels.

Ironically, Eurotherm has an executive chairman at the moment in Mr Jack Leonard, who has been at the company since it was founded in 1965 and is now 64. That rather weakens the argument that they wanted a non-executive chairman and felt Mr Hultman was too strong a character to fit the bill. With the company running

smoothly, Mr Hultman was in any case spending more time elsewhere and recently took on the chairmanship at Wembley.

The fact that all this has happened without consulting advisers or shareholders - provoking the resignation of joint broker SBC Warburg - suggests an internal power struggle. Mr Leonard and his non-executives appear to be treating Eurotherm more like a private fiefdom than a public company.

UK politics

There is little to get voters' pulses racing in the Labour Party's latest manifesto. Mr Tony Blair's determination to avoid hostilities to fortune has created an extremely bland document. But, from the perspective of investors, that is not necessarily a bad thing. The main reason so few goodies are offered is that Labour is promising reasonably tight fiscal and monetary policies backed up by cuts in public borrowing and an inflation target administered by the Bank of England.

The big question, of course, is whether Labour will deliver on these promises if it wins the next election. Won't backbenchers clamour for a return to its old tax and spend ways? Maybe. But investors can take some comfort from the thought that, if Labour is not seeking to bribe the electorate when it needs votes, it will have less incentive to do so when it does not need them. Moreover, with Mr Blair tightening his grip on his party organisation, the odds are being able to control recalcitrant backbenchers look increasingly good.

UK electricity

Since consumers stand to benefit from introducing competition in Britain's domestic electricity market, the regulator is right to press the industry to get on with it. But it needs to do more than whinge. The problem is that preparing for domestic competition is a massive job, and those doing the work - the regional electricity companies - have everything to gain from dragging their feet. Maybe, as some in the industry say, more active leadership from the regulator would help. But this will not alter the fact that the industry's commercial interest lies in delaying competition, not accelerating it. To change this, the regulator would have to be bold and threaten to penalise the companies for delay at the next regulatory review. Otherwise, however much he huffs and puffs, delay looks inevitable.

Lex comment on Costain, Page 23